

A photograph of a person standing on a grassy dune, looking out at the ocean under a sunset sky. The person is wearing a light-colored jacket and a backpack. The sky is a mix of blue and orange, and the ocean is visible in the distance. A single bird is flying in the sky.

Mazars in the Netherlands Sustainability report 2022

MazarsForGood

mazars



Foreword

People at the heart of our development

We are pleased to present the sustainability report for Mazars in the Netherlands. This report lays out a clear vision for where we want to go. Breaking down our goals across five strategic pillars: Integrity & responsibility, People, Sustainability services, Community involvement and Climate & environment – it defines the roadmap and sets out realistic and achievable goals.

Our purpose has never been more relevant; contributing to a transparent market to the benefit of all stakeholders. As regulations like the European Corporate Social Responsibility Directive (CSRD) are implemented, our industry plays an increasingly important role supporting the transition towards a more sustainable economy.

We want to continuously improve the value we deliver to our people, clients and society, reinforcing inclusion and diversity at all levels of our organisation, building an inclusive workplace, where everyone feels their contributions are welcomed. In the past year we have, amid the crises, kept our undivided focus on our people, their development and well-being and their sustainable working conditions. Talent management, diversity and inclusion are fundamental pillars of Mazars’ history and identity. We will continue to empower our people to thrive by supporting life-long learning and development.

As part of our commitment to building the economic foundations of a fair and prosperous world, we created our sustainability service line to help other organisations place sustainability at the heart of their businesses. We have enriched our service offering even further and we continue to do so. As far as reducing our negative impact on the environment it is our strong conviction that every individual and every organisation has a role to play and we are no exception. We strengthened and shaped our action plan to take stock of where we stand and what we need to do to reduce our impact even further. We also placed additional focus on more detailed reporting on the set goals. Furthermore, we are highly involved in initiatives aimed at giving back to communities or helping charities. 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. We need to keep this focus and make it our professional and personal goal each and every day. Our commitment is to our people and we will continue to contribute to build a sustainable business for future generations.



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Mazars at a glance

Mazars in the Netherlands

We are an international audit, tax and advisory firm committed to helping our clients confidently build and grow their businesses. We always seek to understand our clients and their environments, adjusting our recommendations and support accordingly.

Present in over 95 countries, we work together as one team across borders and functions. We combine our skills and expertise with both a global perspective and local knowledge to provide clients with a broad array of professional services. We empower our people to help clients make the most of opportunities, operate with conviction, and give confidence to their stakeholders.

Mazars is a multicultural and united partnership with shared goals, values and service standards across the world. We take pride in our technical expertise and the quality of our work. We have the skills and the scale to serve clients of all sizes, across all sectors, while remaining agile, personal and distinct in our approach. When working with us, you can expect the utmost quality within ethical and legal frameworks. Our clients’ trust in our judgement is the reason we exist. And we want to continually earn that trust.

We approach every piece of work with independence, accountability and a social conscience, and we take responsibility for shaping a sustainable industry as well as helping build the economic foundations of a fair and prosperous world.

Local knowledge and a global perspective

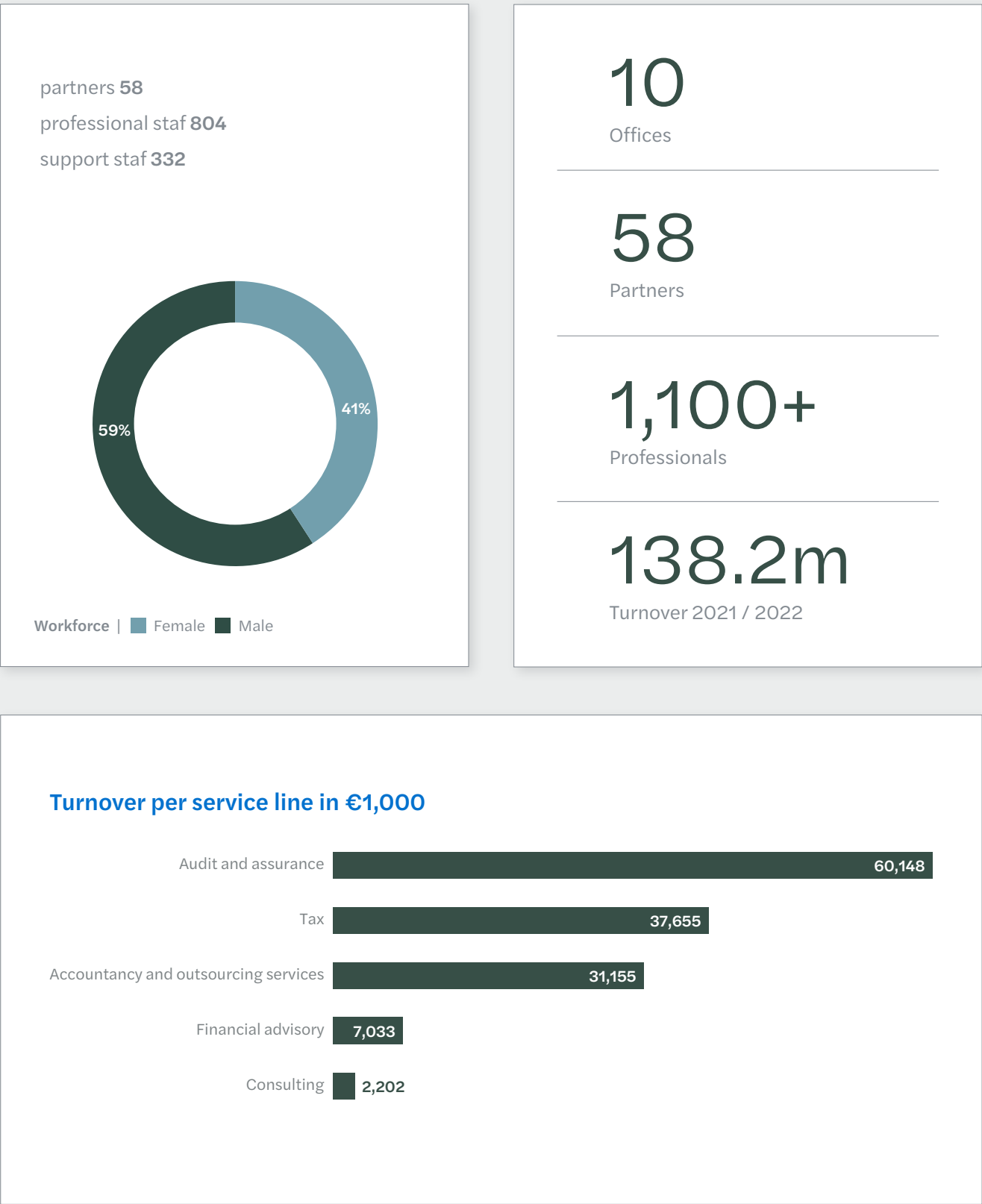
Mazars has 10 offices in the Netherlands, where 58 partners and more than 1,100 professionals work. Every day, our people make a difference for our clients by serving them with their expertise. Quality and entrepreneurship run through their veins and when needed they work together with colleagues and 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. Therefore, we support initiatives with a positive impact on the prevention of an overage of market concentration. 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.



Mazars at a glance

Mazars in the Netherlands



Mazars at a glance

Key figures Mazars Group

Global coverage

95+

Countries & territories

47,000+*

Professionals

*30,000+ professionals in Mazars' integrated partnership, 17,000 via Mazars North America Alliance

1,000+

Mazars SC partners

Group global turnover
2021 / 2022

2.45**

bn euro

**includes data for the ZhongShen ZhongHuan and ZhongShen Yatai practices

Turnover of EU statutory
audit engagements

439.5

m euro

These figures are valid as of 31 August 2022.
For current up-to-date information, please visit:
www.mazars.com/keydata

Mazars at a glance

A global integrated partnership

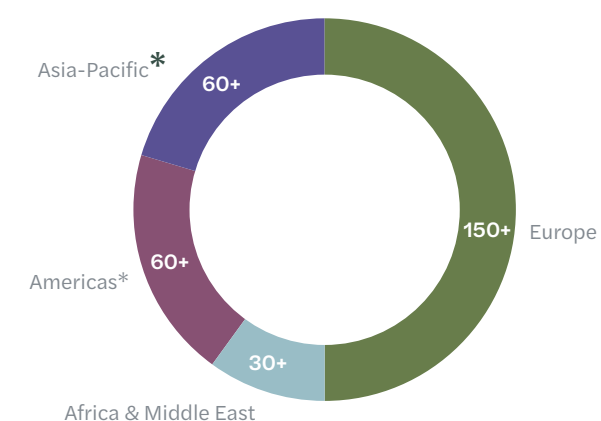
About Mazars Group - A global integrated partnership based on strong values

Mazars in the Netherlands is part of Mazars Group. Mazars Group has 47,000+ professionals serving global clients: 30,000+ professionals across over 95 countries in Mazars' unique integrated partnership, and 17,000 professionals in the United States and Canada via the Mazars North America Alliance. The Mazars Group operational team is located at the Mazars office in Paris.

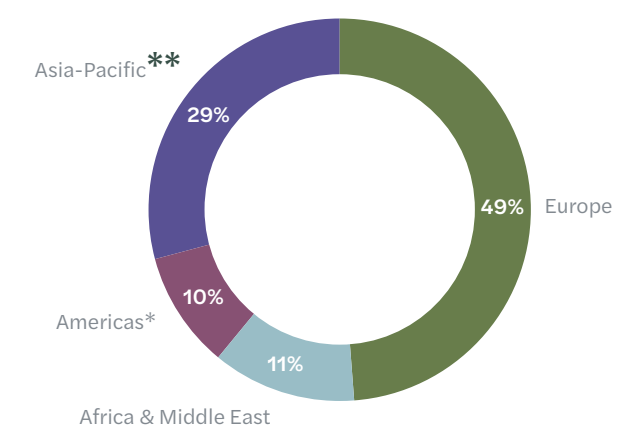
Mazars Group is characterised by its highly integrated character and seamless international collaboration. Among other things, this is reflected in a global, integrated approach to projects such as auditing the annual accounts, information technology, human resources and in the collective worldwide strategy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

Responsibility and sustainability have become important foundations of our business performance. As auditors and business advisors, our mission has never been so compelling: we help businesses and public institutions operate confidently and grow responsibly through a broad range of high-quality audit, tax, accounting and advisory services. Mazars has always been guided by founding principles to act responsibly, in the public interest and for future generations. We take this commitment seriously, walking the talk, innovating and transforming ourselves, learning and working all together to help build the foundations of a fair and prosperous world. We will continue to invest where it matters for our people, our clients and society, moving forward with renewed purpose and confidence.

Offices split by region



Professionals by region**

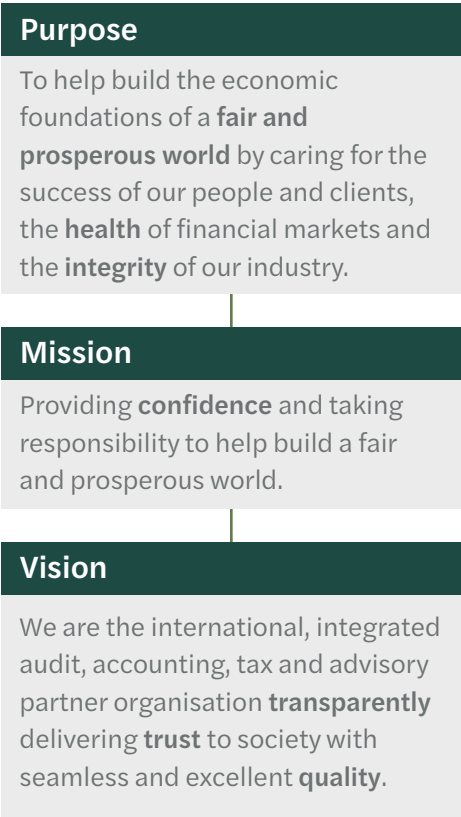


MazarsForGood: our mission and vision

Our purpose

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.



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:

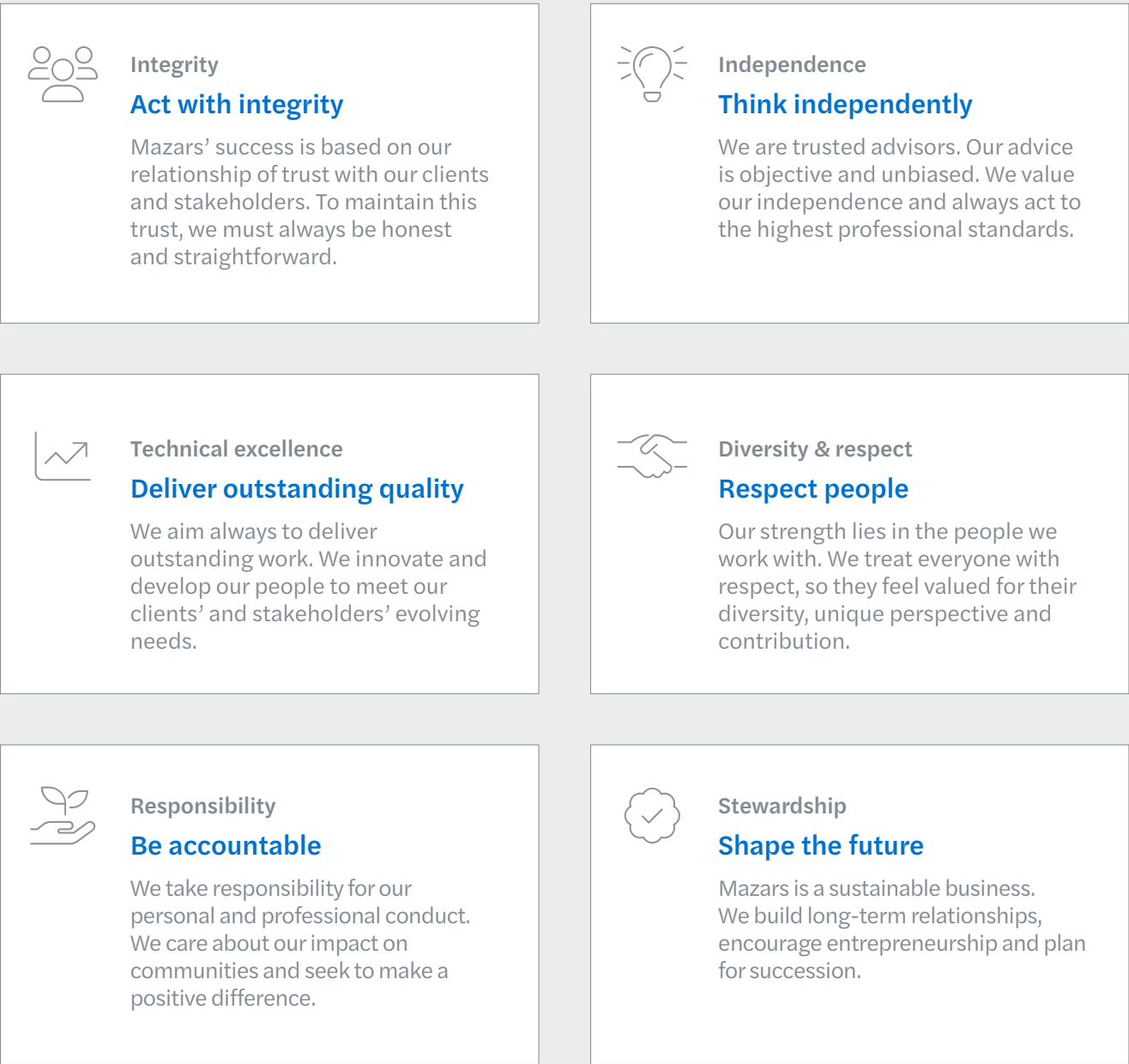
- Integrity
- Responsibility
- Diversity and respect
- Technical excellence
- Independence
- Stewardship

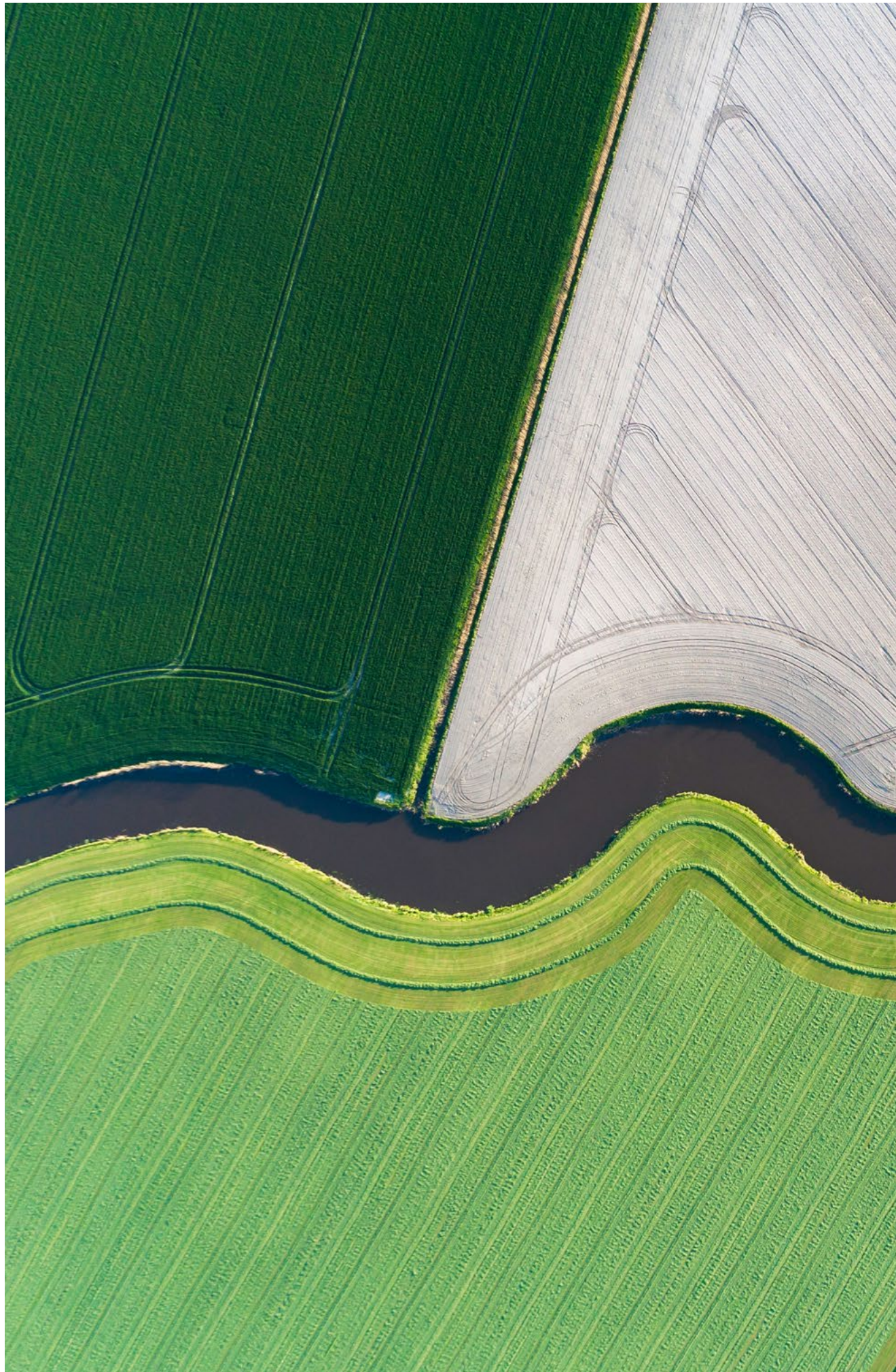
It is through our values that we have successfully grown our organisation around the world, pursuing recruitment and mergers with people and firms that share the same values, vision, and objectives.

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.

MazarsForGood: our mission and vision

Our core values





MazarsForGood: our strategy

Our five strategic pillars

As a financial service provider and in the public role we fulfil, we play an import part in the sustainability transition of organisations. We want and must take our responsibility, for our clients, society, the climate and our own people. Our sustainability strategy, which seamlessly links up with our One24 strategy and is based on our purpose, mission, vision and core values, guides us in everything we do.

Mazars aims to be 'MazarsForGood' and to have a positive impact on the world and our society. It is in our DNA to look after and to contribute to a responsible and durable economy. We do this for our people and our clients and particularly to build our organisation for future generations. We want to be a sustainable organisation that aims to reduce its negative impact and increase a positive impact on society and the environment. To be of value in the future, we consistently build an organisation that makes a positive difference and contributes to the development and well-being of our people, the environment and society.

We strongly believe that these five strategic pillars enable us to achieve our long-term objectives. The strategic pillars cover the most important topics for us as an organisation. Along these five strategic pillars we have formulated our ambitions and targets and report on the achievements in this sustainability report.

Sustainability strategy - five pillars

In 2021 as part of the One24 strategy, we formulated our sustainability strategy. Our sustainability strategy consists of five strategic pillars:

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



Interview Ton Tuinier

The world is strongly impacted by the crises. How does Mazars preserve its continuity?

Like other businesses, we acknowledge our exposure to a wide range of risks and uncertainties which have the potential to impact our services, people, finances and clients. The Covid-19 crisis presented us with quite some challenges. Challenges we have faced together as partners and all Mazarians. We feel that we have emerged from this crisis more resilient and stronger than we could have ever imagined. It has offered us opportunities that have led to a more flexible way of working, both in the way we collaborate as a team and how we interact with our clients, and in the way we look at our work environment. This ‘reshape’ has offered our teams an even better setting to create the best possible work-life-balance. The war in Ukraine has presented the world with new economic uncertainties and as a result an energy crisis with an unprecedented impact. We offer our people as much support as we can, and as an organisation we contribute to the best of our ability and take adequate measures to play our part and to secure our sustainable future.

How does Mazars contribute to the development of their people?

We are a professional services firm, but also a training and learning institute where we invest in the care and development of our people. Our people choose Mazars primarily because they are convinced that they can continue to develop themselves, they know and feel that they are taken care of and that in the end they can be proud of their high-quality work. In order to prepare our people even more for the challenges ahead and to recruit new talent,

meaningful and challenging work, professional support, modern training programmes and ample personal attention and coaching from partners and managers are essential and a sign of our people-oriented culture. 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.

“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.”

Interview Ton Tuinier

Can you give us some examples of the sustainability strategy in action at Mazars?

Covid-19 has had a major impact on our employees. At this time, it was extra important to be flexible and to keep behavioural change ‘top of mind’ and it was vital to make the personal connection. With this experience in mind, we introduced The ‘New way of working’, a working lifestyle designed to offer maximum flexibility. The basic principle is that everyone works at least one day a week away from the office. We stay connected by attending a team day at least once a month. The most important thing is to discuss what works best, both in terms of quality and teamwork.

Learning is the backbone of our talent and leadership development strategy, fundamentally embedded within our culture. As the first employer of many new graduates each year, we have a responsibility to educate and leave a positive mark on these young professionals, whether they pursue their career with us or outside our organisation. Digital, sustainability, ethics, management – among other topics – are constantly on our radar. By offering life-long learning opportunities to our people, across all dimensions of today’s business critical skills, we develop employable and future-proof professionals who can serve clients with the utmost care.

We believe that it is our responsibility to contribute to society and we focus on engaging our employees through volunteering and pro bono opportunities to work hands-on with local communities. While there are many causes to which we contribute, we have identified one social cause that is fundamental to our business and where we believe we can create lasting impact: education. Education is the strongest tool with which we can help people access better

opportunities, and thereby reduce inequalities. We support our people to think independently to identify challenges around education in their local communities.

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 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 is your personal commitment?

Sustainable business is 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 are taking this promise and commitment even further each and every day. I personally want to continue supporting the teams, building our local and global organisation and make a modest contribution to a better society for future generations. This is what keeps me going and brings me new inspiration and motivation in my daily work. I look at the years to come with confidence. I have faith in our purpose, value, strategy, organisation and people.



Ton Tuinier
Chairman Dutch Executive Board
Member Group Executive Board





MazarsForGood: our strategy

How we create long-term value

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 18 and 19. 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 quantitative and qualitative information is shown. We use various forms of capital as input, in which integrity & trust, our people, economic value, knowledge & innovation, society and the environment are of great importance. With our five sustainability pillars we contribute to numerous SDGs and their sub-targets by striving towards positive social impact for society at large.

MazarsForGood: our strategy

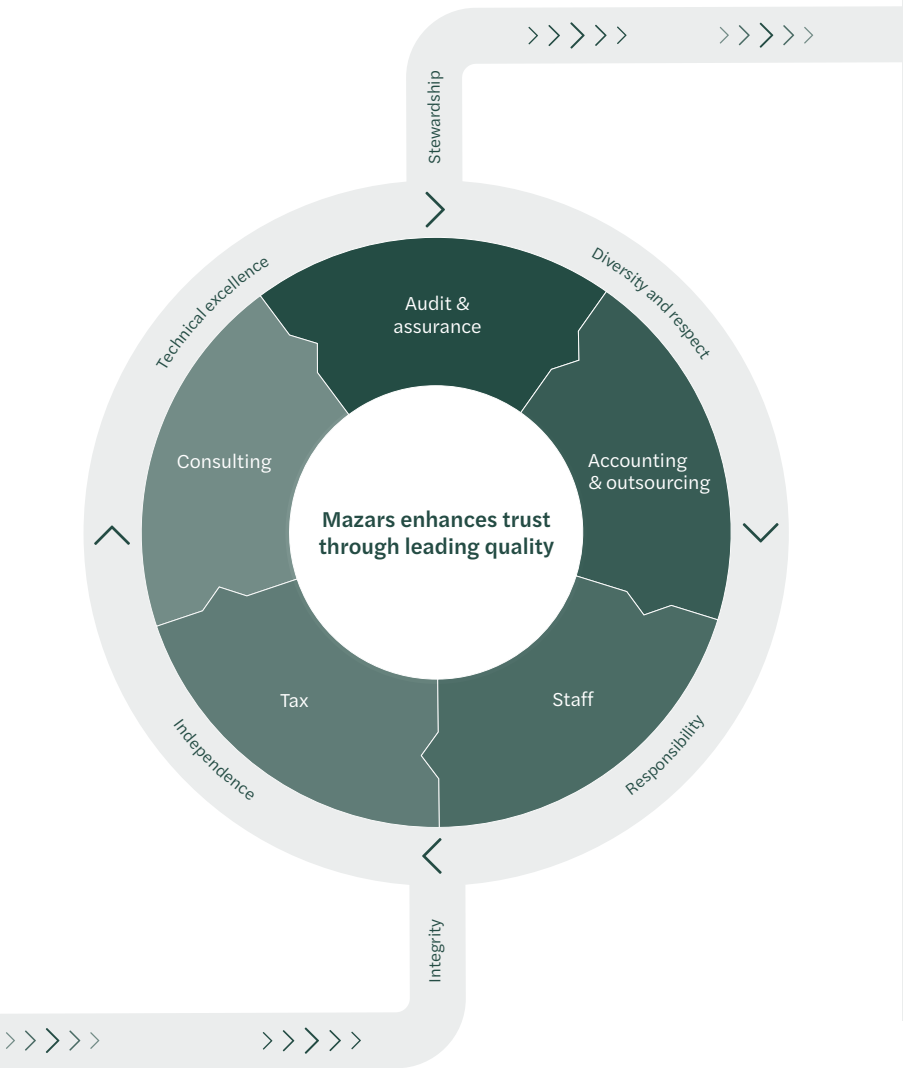
Our value creation model

Input
<div>Integrity & trust</div> <div><div>Two-tier board structure</div><div>Code of conduct</div><div>Anti-bribery and -corruption policy</div><div>Whistleblower policy</div><div>Quality control system</div><div>Data security and privacy policy</div><div>Culture programme</div><div>Sustainability Foundation course</div><div>Supplier code of conduct and ESG checklist</div></div>
<div>People</div> <div><div>1,100+ employees, 59% men, 41% women</div><div>20+ nationalities</div><div>People oriented culture</div><div>Vitality programme</div><div>Fair working conditions – equal assessment and promotion</div><div>Feedback training programme</div><div>Inclusive behaviours and inclusive leadership programme</div></div>
<div>Economic value</div> <div><div>Shareholders equity €1,409,651</div><div>Partnership financing of 58 partners €27,258,275</div><div>Total investments €4,067,024</div><div>Cost of technical staff €63,162,982</div><div>Cost of administrative staff €14,838,146</div></div>
<div>Knowledge & innovation</div> <div><div>Training programme</div><div>Innovation Team and 26 ambassadors</div><div>Innovation Lab</div><div>Mazars University</div><div>Training on the job</div><div>Strong intellectual global network</div><div>Total of 108,578 training hours</div><div>Investment trainings €3,038,610</div></div>
<div>Social</div> <div><div>Mazars Foundation</div><div><div>35+ Mazars Foundation Ambassadors</div><div>40+ partnerships</div><div>€100,000 euro funding</div></div><div>20 hours per year per employee to spend on Mazars Foundation activities or pro – bono work</div><div>Academic partnerships</div></div>
<div>Natural</div> <div><div>10 offices</div><div>1,129,758 kWh electricity use</div><div>6,662 m2 district heating</div><div>18,930 m2 water use</div><div>481,236 L petrol and 36,611 L diesel</div><div>Mobility policy (fleet and public transport), 31% electric</div><div>IT infrastructure</div><div>NetZero ambition – SBTi commitment</div></div>

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 strategy: Mazars, the Go-to firm

<div></div> Integrity & responsibility
<div></div> People
<div></div> Sustainability services
<div></div> Community involvement
<div></div> Climate & environment



MazarsForGood: our strategy

Our value creation model

Output
<div>Integrity & trust</div> <div><div>4 Supervisory board meetings</div><div>4 shareholder meetings</div><div>9 number of reports on unusual transactions</div><div>55 number of monitoring / quality reviews</div><div>12 registered data breaches and 6 security incidents, 3 reported to Authority Personal Data.</div><div>Increase culture meter score of 0.076 on a scale of 0-5 - increase of 2% over 2019</div></div>
<div>People</div> <div><div>3.4% average absance rate</div><div>548 health checks, vitality score of 7 (out of 10)</div><div>Inclusive and diverse work environment</div><div>Work-life-study balance</div><div>6.8 years of average employment</div></div>
<div>Economic value</div> <div><div>Revenue €138,93,382</div><div>Partner income €486,000</div><div>Surplus €27,292,090</div><div>Gross margin €63,8m</div><div>Paid taxes €33,412,883</div></div>
<div>Knowledge & innovation</div> <div><div>10+ innovation ideas under development or developed</div><div>Innovative and sustainable services</div><div>Over 22% of people that study (university)</div><div>Deliver high quality services</div><div>Sustainability in all our services</div><div>ESG app</div></div>
<div>Social</div> <div><div>5,140 Mazars Foundation hours</div><div>Over 112 activities</div><div>555 Mazarians volunteered</div><div>2 Community Days</div><div>Education day</div><div>Support local communities</div><div>Many employees that teach at a university</div><div>Broadly share our knowledge and expertise</div></div>
<div>Natural</div> <div><div>6,042.83 tCO_{2eq}</div><div>1,630,713 km by plane</div><div>43,097 km by international train</div><div>507,518 km by public transport</div><div>2,299,430 km by private own vehicles</div><div>2.310 tCO₂ carbon credits</div></div>

Outcomes
<div>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.</div>
<div>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.</div>
<div>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.</div>
<div>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.</div>
<div>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.</div>
<div>Environment: 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.</div>

Impact
<div>Impact on SDGs</div> <div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>
<div>Impact on sub SDGs</div> <div><div>4.412.2</div><div>4.712.5</div><div>5.112.6</div><div>5.512.8</div><div>8.213.3</div><div>8.316.5</div><div>8.416.6</div><div>8.516.7</div><div>8.8</div></div>

MazarsForGood: our strategy

Long-term value creation and impact

Outcomes and our impact

Integrity & trust – The foundation 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 financial 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 is 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 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.

Environment – 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 generate our long-term impact on the environment.

MazarsForGood: our strategy

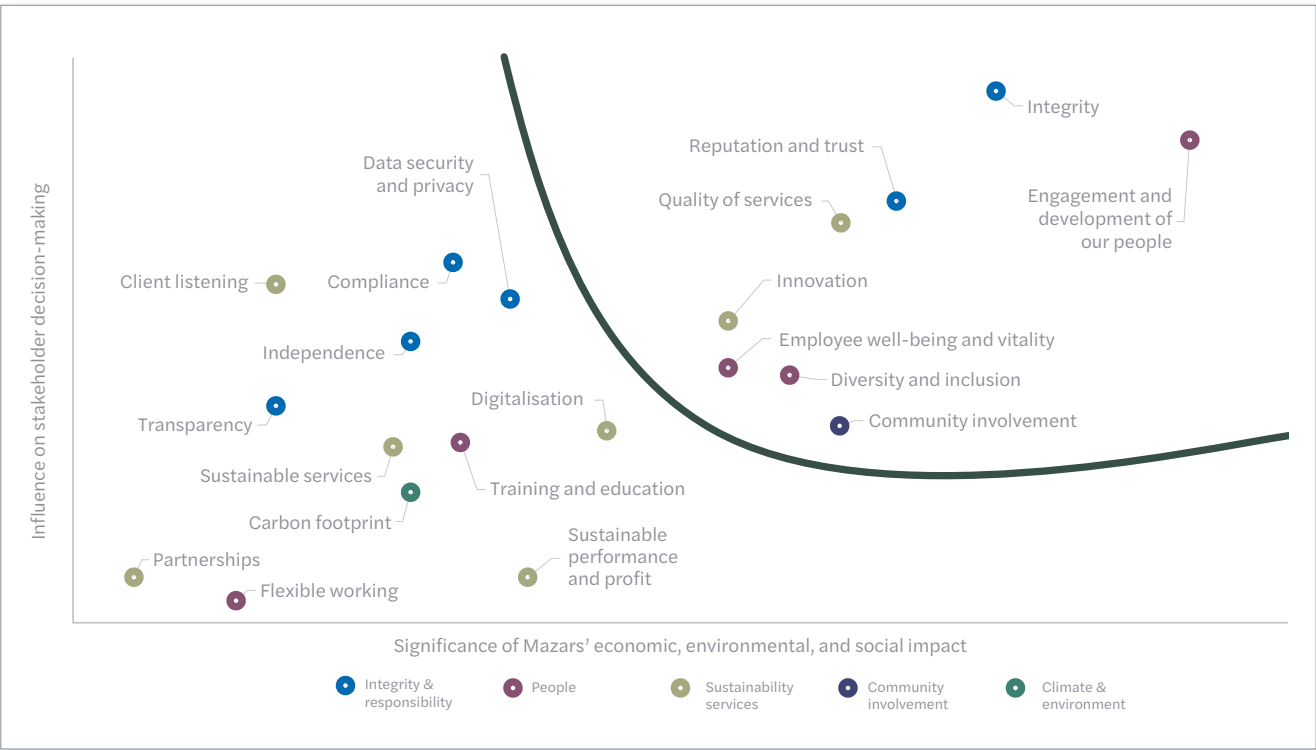
Materiality matrix

Materiality matrix

In the previous year, we updated our materiality matrix. The aim was to identify topics that are better aligned with Mazars’ strategy and the latest developments in sustainability. The materiality analysis identified relevant topics for Mazars in the Netherlands and led to an update of topics identified in the analysis performed by Mazars Group. This was done by analysing Mazars in the Netherlands in its broader context, considering internal documents, peer reports, international standards and industry information. After establishing the list of relevant topics, an internal and external consultation was organised to prioritise these topics. This consultation took place through an online survey. External stakeholders (i.e. employees, clients and suppliers) were asked to rate and prioritise the topics based on the influence they have on their decisions regarding Mazars in the Netherlands. On the other hand, partners (including the members of Mazars’ Executive Board in the Netherlands), the internal stakeholders, were asked to select and prioritise the topics on the basis of how these topics affect Mazars in the Netherlands’ environment (environmental social or economic). The resulting analysis identified our most ‘material’ topics, which form the basis for our strategy and are covered in this report.

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 we recognise the importance of all twenty topics. We have divided the themes into the five pillars of our sustainability strategy (Integrity & responsibility, People, Sustainability services, Community involvement and Climate & environment).

In this Sustainability report we will report on these material topics. Our targets, actions and developments over the past year are reflected upon. Additional relevant information can also be found in our [Transparency report 2021 / 2022](#) and [Annual report 2021 / 2022 of Mazars in the Netherlands](#).



MazarsForGood: our stakeholders

Stakeholder engagement

Double materiality

In the current year, we are going to redefine our materiality. We will do this on the basis of the double materiality principle. During this process, the material themes will be redefined and weighted, and it will be determined which themes from the CSRD are material to Mazars. During this process, we actively involve our stakeholders.

Stakeholder engagement

At Mazars, we are determined to create shared value for all our stakeholders. Guided by our purpose, values and culture, we rely on regular, interactive and transparent consultations with our stakeholders to increase our knowledge of their interests and expectations. We believe that true engagement involves not only setting up suitable mechanisms for sharing information and receiving feedback, but also implementing the necessary measures in response. We greatly appreciate the input of our stakeholders

and we regularly discuss various material topics. We believe it is important to have an open dialogue with our clients, professional associations, suppliers, but also with knowledge institutions, interest groups and NGOs, so that we continue to make the right decisions in all our operations. We continuously strive to strengthen our stakeholder engagement strategy with the objective of developing constructive, long-term relationships based on dialogue and stewardship, as we understand that in a fast-paced and dynamic environment, stakeholder priorities evolve rapidly. Our stakeholders will also play an important and active role during the double materiality analysis, for which we will organise stakeholder dialogue sessions in 2023. In this report, we will share two stakeholder interviews.

The below table highlights our key stakeholder groups and the stakeholders within each group.



MazarsForGood: our governance

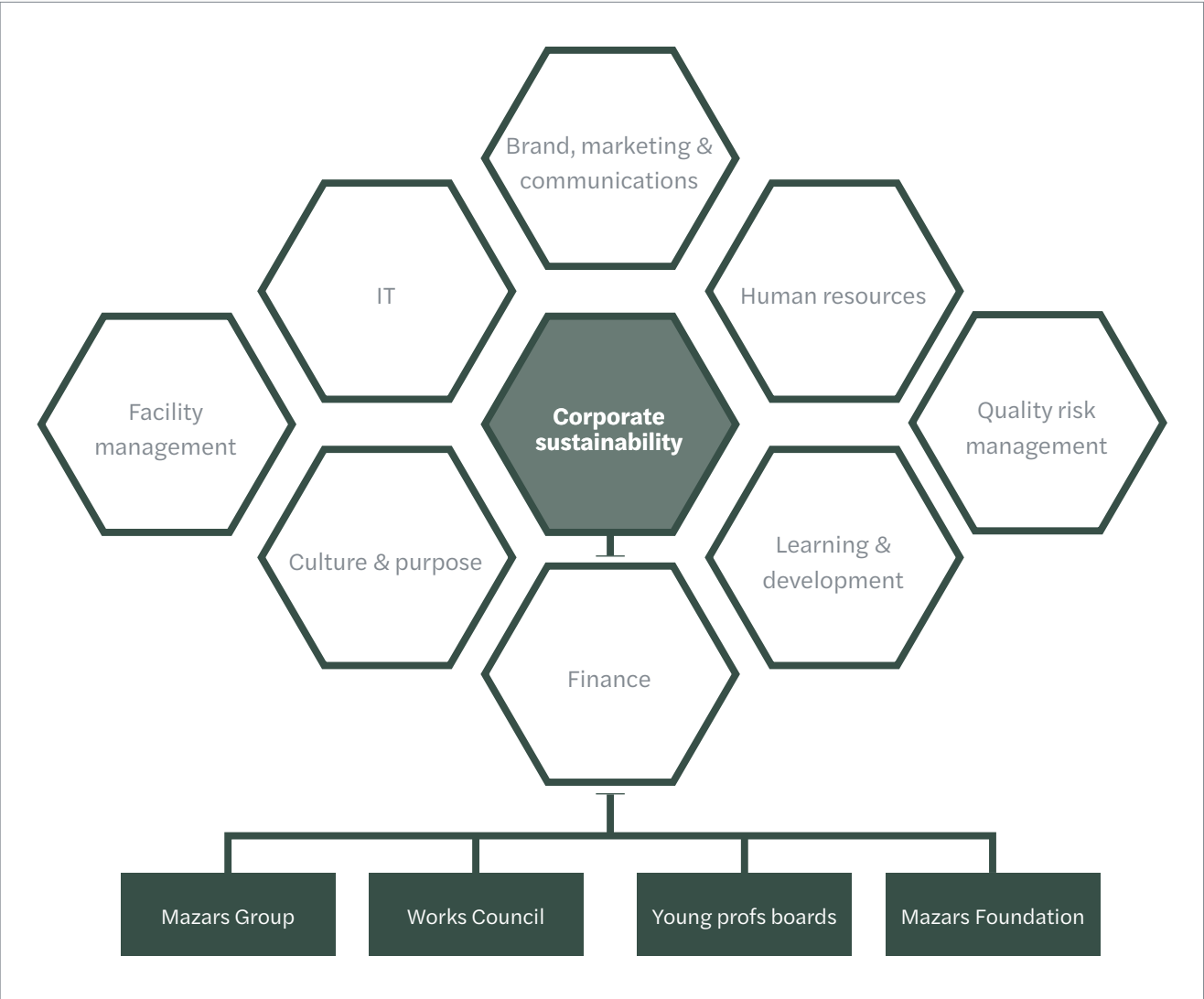
Governance model

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 for the implementation and execution of the corporate sustainability strategy rests with the Executive Board under the supervision of the CEO.

The Corporate sustainability team is responsible for the day-to-day implementation of the strategy, working closely with the various chiefs of staff and operational departments as shown in the structure below.

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 boards.





MazarsForGood: our governance

Comply with CSRD

Corporate Sustainability Reporting Directive (CSRD)

The importance of sustainability is further emphasised by the developments we have seen during the past year in European legislation on sustainability reporting. The CSRD was voted on in the European Parliament in November 2022 with the aim of creating more transparency on the sustainability performance of organisations for both investors and other parties. The CSRD requires organisations to report in their management report on their impact on environmental, HR and social aspects. Large companies will also have to report whether there are sustainability aspects that could have a significant influence on the value of the company. In addition, governance, including responsible corporate governance and supply chain responsibility, will also have to be reported.

We take our role in the sustainability transition seriously. In doing so, we have been reporting on our policy, strategy and impact around sustainability for several years. Mazars in the Netherlands falls under the legislation of the CSRD. To gain insight into which sustainability topics require further steps in annual reporting and to comply with the CSRD, we have conducted a CSRD GAP analysis.

CSRD GAP analysis

This analysis was based on the annual reporting in 2021. The annual reporting consists of the financial statements, the transparency report and the sustainability report. In this gap analysis, the extent to which Mazars' reporting complies with the requirements for the CSRD, with the underlying framework, the European Sustainability Reporting Standards (ESRS), has been analysed based on the October 2022 draft version. The standards are still evolving which implies that the analysis and reporting may not give a complete picture compared to the final version of the standards, expected in June 2023.

The overall view and outcome of the CSRD GAP analysis, is that sustainability is embedded in our strategy and that there is extensive reporting on themes around audit quality, our own workforce and climate impact and that we have started reporting around other environmental and social themes.

The ESRS require sustainability reporting along a comprehensive set of qualitative and quantitative reporting obligations for material themes. We note that with current annual reporting, Mazars would comply (in full or in part) for a very limited number of reporting obligations. Substantial steps still need to be taken to meet the CSRD obligations by 2025. Therefore, we have drawn up a step-by-step action plan including a timeline for the coming years to be CSRD ready and move towards reporting that complies with the CSRD and ESRS.

MazarsForGood: our commitment

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.

Being part of United Nations Global Compact (UNGC), the world’s largest corporate sustainability initiative, contributes to our sustainability strategy. UNGC encourages organisations to adopt sustainable and socially responsible policies. On a voluntary basis, CEOs and organisations commit to implement universal sustainability principles to support the UN’s sustainable development goals. Since 2021, we as Mazars in the Netherlands have entered into this membership.



MazarsForGood: our commitment

Commitment to the SDGs

Commitment to the SDGs

The SDGs inspire us 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, by taking care of our people, society and the environment. With our five strategic pillars we contribute to the SDGs shown in the visual below.

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’. We are aware of our impact and the 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	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	

MazarsForGood: Our strategic objectives

How we contribute

<div>Integrity & responsibility</div> <div>Sustainable Development Goals 8, 16</div>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<div>People</div> <div>Sustainable Development Goals 3, 4, 5</div>	<ul style="list-style-type: none"> Becoming a school of excellence: Mazars, a global school of excellence, 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 	<ul style="list-style-type: none"> 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
<div>Sustainability services</div> <div>Sustainable Development Goals 8, 16</div>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

MazarsForGood: Our strategic objectives

How we contribute

<div>Community involvement</div> <div>Sustainable Development Goals 3, 4</div>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<div>Climate & environment</div> <div>Sustainable Development Goals 12, 13</div>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

MazarsForGood: our commitment

Alignment with the SDG subgoals

4.4 | By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

> We believe that education is one of the most important components to ensure a sustainable future of our profession. Continuing to innovate in our services and the expertise of our people at all levels is central to this. For this reason, we invest in training and education of our people, where both technical and soft skills are considered important.

4.7 | By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

> Our global sustainability foundation course is one of the initiatives through which we aim to increase our employees' knowledge and awareness of sustainability. This course consists of six different modules in which the various ESG topics are explained. In addition, a training program around the CSRD legislation is offered and developed both in the Netherlands and abroad. In this way we not only train our employees for their own knowledge but also to help our clients in their sustainability journey.

5.1 | End all forms of discrimination against all women and girls everywhere

> Within Mazars, there is no room for any form of discrimination. In our inclusion and diversity policy, there is a strong focus on equality, for women but not only women for everyone in the broadest sense, where discrimination is not tolerated.

5.5 | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

> Equality is an important foundation of what we aspire to be as Mazars, this is reflected in how we as an organisation invest in the development of our people. Everyone deserves a place to grow, so we provide everyone with fair opportunities. Secured in our fair working conditions with a strong focus on fair assessment, fair promotion and equal pay.

8.2 | Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

> We see the importance of continuing to invest in further developing our services. Important elements to remain of value in the future is to ensure diversification of and sustainable services using innovation and technology. Investments in our Innovation team and innovation lab as well as in our sustainability serviceline are examples of how we put this into practice.

MazarsForGood: our commitment

Alignment with the SDG subgoals

8.3 | Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services

> We see it as our responsibility to play a role in developing organisation to grow sustainably. Access to our financial services are one part of this, but also providing services that allow us to offer organisations and our clients the opportunity to develop and grow in these areas.

8.4 | Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead

> As an organisation we continuously strive toward more resource efficiency in our consumption. As Mazars in the Netherlands grows, we see the importance of letting our resource consumption and environmental footprint grow with it. Making our organisation operations as sustainable as possible is something we collectively work on every day.

8.5 | By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

> As indicated, we have fair working conditions which ensure that fair opportunities, equal promotion and equal pay are guaranteed. We are currently conducting an equal pay analysis, with an equal pay certification. In addition, we are committed to employing people with a distance to the labor market as well as people with disabilities, this is one of our main focus points for the coming year.

8.8 | Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

> The health and safety of all our employees is our primary concern. We see the importance of contributing as an organisation to the accessibility to decent work for groups who experience a greater distance to it, such as migrants. Mazars is driven to contribute to this and is committed to taking our responsibility and play our part and, if necessary, adjust our terms of employment accordingly.

12.2 | By 2030, achieve the sustainable management and efficient use of natural resources

> One of our objectives is to reduce our impact on the climate and the environment. Part of that is minimising our impact by reducing the use of non-natural resources. The most important measures are switching to fully electric vehicles, the use of renewable energy (RE100), a general reduction in the consumption of our buildings and working with sustainable suppliers who offer products and services with the lowest possible emissions and preferably circular.



MazarsForGood: our commitment

Alignment with the SDG subgoals

12.5 | By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

> We see the importance of minimising and eliminating the amount of waste we produce. As an organisation we continue to evaluate our daily practices and educate our people on how they can play their part. In collaboration with our suppliers and other stakeholders we are in continuous dialog on how to do better in terms of waste generation.

12.6 | Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

> From the perspective of our services, we see it as our responsibility to advise and encourage our clients to report on sustainability information. We invest in developing the right expertise within all our service lines to advise our clients on this. The Audit & assurance service line will play an important role in auditing our clients' sustainability information and reporting.

12.8 | By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

> One of the initiatives we have developed for this purpose is the global sustainability foundation course, which also focuses on raising awareness and encourages more sustainable behaviors and choices. In addition, our own sustainability strategy contributes to making us as an organisation and our actions as well as those of our employees more sustainable. Mazars has committed to the SBTi to pursue our net zero ambition. By doing so, we have given our commitment as an organisation to reduce our CO₂ emissions annually.

MazarsForGood: our commitment

Alignment with the SDG subgoals

13.3 | Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

> As indicated above, within our organisation we pay attention to training our people in the field of sustainability in order to become more sustainable as an organisation and also to advise and support our clients on their sustainability journey. Our colleagues are also committed to sharing their knowledge more widely and supporting local communities and educational institutions when it comes to sustainability. A good example of this is the Mazars Education Day, a day on which we provide an educational program at primary schools focused on sustainability.

16.5 | Substantially reduce corruption and bribery in all their forms

> The foundation of our services is the prevention of corruption, fraud and bribery. We see it as our responsibility as an organisation to fulfil this role with integrity and trust by providing services with independence and of the highest quality.

16.6 | Develop effective, accountable and transparent institutions at all levels

> As an organisation, this is one of our most important responsibilities that underlies our services. We see it as our duty to continue to develop the entire profession in this regard and to ensure that the role we play as accountants and consultants contributes to the development of effective, accountable and transparent institutions.

16.7 | Ensure responsive, inclusive, participatory and representative decision-making at all levels

> Mazars is a learning organisation, we highly value the input from all our colleagues and stakeholders. Decisions are made based on input coming from within our organisation. Furthermore, we organise stakeholder dialogues to make sure that all stakeholders participate in our organisation operations and decision making.



MazarsForGood: our commitment

Global Sustainability foundation course

To be successful and achieve the ambitions we have set ourselves to become the sustainable employer we aspire to be, we need the effort of our entire firm. We believe it is important that sustainability is part of who we are, what we stand for and is expressed in our culture.

Last year Mazars developed a Sustainability foundation course. The purpose is to equip all Mazarians globally with knowledge and to enable them to develop themselves and to add value to our organisation, the environment and society. The Sustainability foundation course consists of six modules. Last year the first three modules were launched.

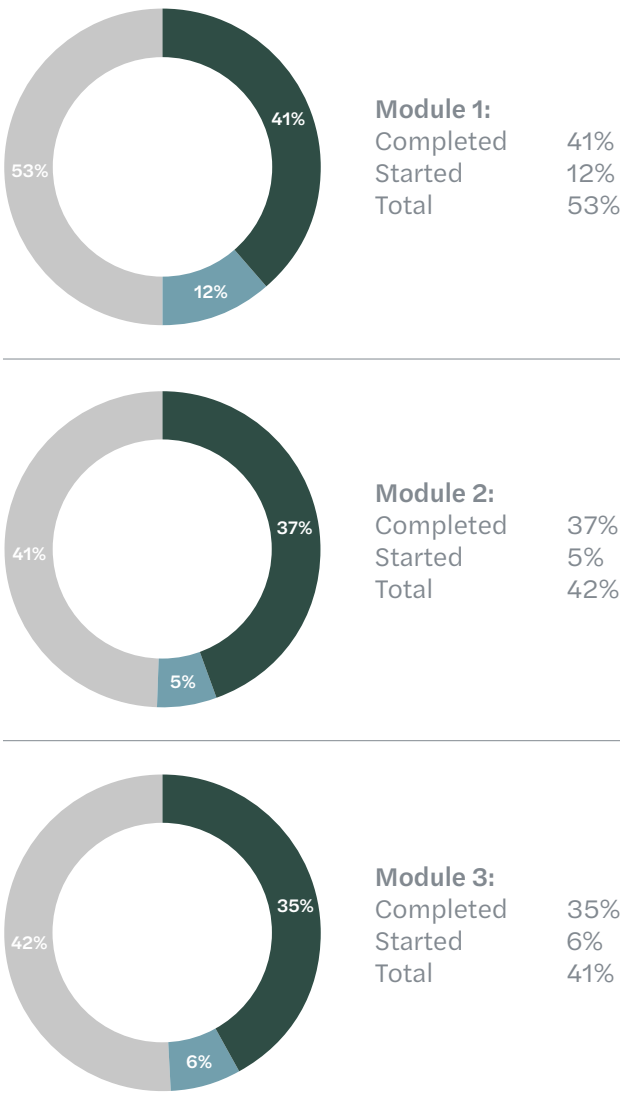
- Module 1: An introduction to sustainability, explaining what it means and why it is important
- Module 2: Insights in your personal environmental footprint and demonstrating the simple things you can do to reduce your footprint
- Module 3: More details on the role and importance of governments and public bodies and how they address the sustainability challenge

The aim is that every Mazarian in the Netherlands takes the course.

For the current year, our ambition is that 75% has completes the available modules. In the current year the remaining modules will be launched:

- Module 4: Rethinking business - how the private sector takes on the sustainability challenge
- Module 5: Mazars' Corporate sustainability strategy
- Module 6: Supporting our clients on their sustainability journeys

Completed and started the module:



MazarsForGood: our commitment

The Green Team

“Being aware of relevant sustainability topics to our colleagues is a crucial part of being able to implement our corporate sustainability strategy. I feel that, only when you understand each other’s values, you can act upon them and take concrete steps to becoming a better and more sustainable organisation. I value that the Green team gives younger generations within our organisation an opportunity to make a direct impact. Besides, my colleagues keep inspiring me to become the best sustainable version of myself.” – Emma Bloem, Corporate Sustainability

To accelerate our sustainable transition, the Green team was formed to tap into our organisation’s young professionals community. The Green team consists of one young professional board member from each service line, a member of the works council and the Corporate sustainability team. Green team members provide input on current sustainability topics and recite ideas that contribute to Mazars’ sustainability journey. In addition, new initiatives from the Corporate sustainability team are presented to the Green team and feedback will be asked on important topics.

Over the past year, the Green team has been involved in organising sustainability months including informative lunch sessions on renewable energy, the introduction of a shared bookcase where colleagues can recycle and share used (school) books, the design and future implementation of the sustainability shop where colleagues can purchase products that contribute to a more sustainable lifestyle and deciding on alternatives for disposable cups at the office.

The main goal of the Green team is to develop a concrete set of ideas or initiatives every quarter. These ideas and initiatives are then adopted and implemented by the Corporate sustainability team, while keeping the Green team updated on the process.

In this way, the Green team contributes to Mazars’ creativeness and accessibility of sustainability initiatives and responds to the needs of our employees in what they consider important for our sustainability transition.

The Green team consists of 8 people, including:

- Joep Wagemakers**
Audit & assurance, Amsterdam
- Jennifer Tromp**
Tax, Breda
- Merel Kouters**
Financial advisory, Enschede
- Jennifer Liedtke**
Staff, Rotterdam
- Justin Teunissen**
Accountancy & outsourcing services, Eindhoven
- Roel de Raat**
Works Council
- Emma Bloem**
Corporate Sustainability
- Daphne Hendriks**
Corporate Sustainability Lead

MazarsForGood: our strategy in action

Integrity and responsibility

Pillars: Integrity & responsibility

Materiality topics:

- Integrity
- Reputation and trust
- Quality of services
- Risk and Compliance
- Data security and privacy
- Independence

SDGs:

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

8

DECENT WORK AND ECONOMIC GROWTH



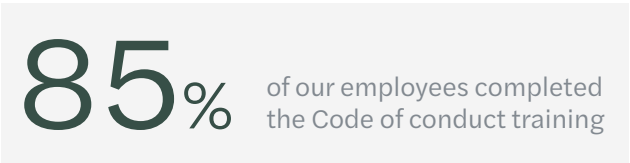
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PEACE, JUSTICE AND STRONG INSTITUTIONS



Integrity

The foundation of our organisation is based on acting with integrity and taking responsibility. These are our key principles as an accountancy, tax and advisory firm. Integrity is one of our core values and fundamental principal of everything we do as an organisation. Our success is based on our relationship of trust with our clients and stakeholders. To maintain this trust, we must always be honest and straightforward. This is centred around our Code of conduct and the quality of services we deliver. We recognise our role in contributing to financial markets and aim to do so while staying true to our values. To act with integrity and responsibility we require that 100% of our employees complete the Code of conduct training. We have revamped our internal campaigns to increase awareness and adoption of our values, including online and face-to-face training.



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 financial service provider. 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 endeavour to go beyond what is expected from us, now and in the future. Delivering quality is 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 trust is the license to operate for our entire organisation, for all service lines and staff. This trust must be earned constantly.

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. We continue to invest unabatedly in our people, culture and behaviour, the quality assurance systems and the demonstrable good and leading (technical) quality of our work.

Quality of services

Over the past year, we have worked systematically and structurally on improving quality. We are pleased to notice improvements in both internal and external reviews and are confident we are on the right track. Two specific improvements worth highlighting are the Internal Quality Review (IQR) programme 2022 and the report ‘Grip on quality’ by the AFM. Detailed elaboration on these improvements can be found in our [Transparency Report of 2021 / 2022](#).

Root cause analysis

Mazars is a learning organisation, so root cause analysis offers the opportunity to learn. Investigating, together, the areas for improvement help us to further increase the quality of our work. The outcome of the survey we conducted in the fall of 2021 allowed us to conclude that we are on the right track. Job satisfaction, teamwork, room for development, controlled processes, clear boundaries and escalations when necessary, responsibility, openness and focus are areas where we are already doing really well.

MazarsForGood: our strategy in action

Integrity and responsibility

The insights from our research have led to the identification of a number of key actions. For more detailed information the full root cause analysis is available in our [Transparency Report of 2021 / 2022](#).

A quality-oriented culture

On a permanent basis, our aim is to maintain a quality-oriented culture that supports ethical and exemplary behaviour. We work on changes and improvements in processes and systems. In addition, we focus on our people and their behaviour. This quality-oriented culture is the basis for our services. It speaks for itself that our quality vision is the basis for our Culture programme.

In the past year, we have continued to work on improving quality in a systematic and process-based manner. We call this ‘working on the organisation’. Working on changes to the organisation is never separate from ‘working with the organisation’. This year our renewed Culture programme, that ensures a continuous and comprehensive approach to culture, has been expanded with two themes: Purpose and Inclusion. We ‘work with the organisation’ along these topics.

The Executive Board continuously monitors the progress of the programme and makes adjustments where necessary. Periodic reflections are held with the Supervisory Board to ensure the objectives are met. In order to work as effective as possible on the joint development of initiatives that make a targeted and direct contribution to the optimisation of quality in daily practice, the monitoring and steering of the implementation of the activities lies with the service line leaders and the service line management teams. The local culture and behaviour task forces ensure the implementation of the local initiatives.

The cooperation between different departments within Mazars (e.g. Learning & development, HR and CQR) regarding culture and behaviour has been intensified. A result of this collaboration is the introduction of feedback sessions where real-time feedback is given.

The lines of communication are short to ensure a more interwoven culture and behaviour throughout the whole organisation, making the Culture programme an actual organisational programme.

<p>Examples of ‘working on the organisation’ are:</p> <ul style="list-style-type: none">• Strengthening the Compliance, quality monitoring & risk department (CQR)• Strengthening the Professional practice accountancy department (PPA)• Strengthening the Professional practice tax department (PPT)• Developing a new learning & development programme, including learning paths• Strengthening the planning function• Expansion of the prospect monitor• Performing portfolio analyses• Updating the client offboarding monitor	<p>With the organisation we look at culture along five pillars:</p> <ul style="list-style-type: none">• 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.
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MazarsForGood: our strategy in action

Integrity and responsibility

Compliance, quality monitoring & risk

The foundation of our work is that our services are aligned with relevant guidelines, laws and regulations. It is an essential prerequisite for quality performance and 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 to stay compliant with guidelines, laws and regulations to ensure high-quality services to our clients.

André de Regt was Compliance Officer during 2021 / 2022. The Compliance Officer is operationally supported in his daily work by the CQR department. The CQR department also plays an important role in risk management and support for internal quality reviews. The total number of employees working for the CQR department has grown from 7.8 FTEs to 9.1 FTEs.

To manage risks, the 9.1 FTEs of the CQR department make sure Mazars has the right risk management processes and systems in place to identify and assess risks, mitigate risks and monitor risks on an ongoing basis.

Number of FTEs of directors, (senior) managers and other team members working in the CQR department at the end of the reporting year:

	2021 / 2022	2020 / 2021
Directors / (Senior) managers	7.5	6.8
Other team members	1.5	1.0
Total number of FTEs	9.1	7.8

Data security and privacy

Taking appropriate security measures in order to guarantee the confidentiality, integrity and availability of our company data is the starting point when it comes to information security. The effectiveness of the measures implemented is monitored. We monitor the effectiveness of the measures implemented in order to assess whether additional measures need to be taken and how we should communicate about this internally with partners and employees.

We believe that the security of our information systems and the storage and processing of our clients', partners' and employees' data is at an adequate level. Processes and procedures have been implemented to ensure that potential security incidents are followed up in a timely manner and, where possible, prevented or the impact mitigated. In order to raise the level of information security to an even higher level, preparations have started for obtaining ISO 27001 certification.

During the past year, a worldwide increase in the number of phishing attacks can be observed. All reports of phishing are thoroughly investigated and additional measures are taken where necessary. Partners and employees are trained to recognise phishing attacks through the Security Awareness training programme. Despite the worldwide increase in the number of phishing emails, we have not experienced any incidents or data breaches as a result of phishing in the past year.

Remote working and working from home brings additional security risks. Partners and employees have been informed through multiple channels and it has been pointed out to them how they can contribute to a safe way of working. The security at and around the workplaces has been tightened on various fronts, with a good balance between functionality and security. The number of recorded security incidents for 2021 / 2022 is six (previous year: nil). Security incidents are defined as follows:

- Incidents in which partners or employees have become victims of phishing
- Incidents in which partners or staff have been victims of stolen laptops or mobile phones
- Incidents where third parties have gained access to our IT systems and/or data in another way

None of these six incidents led to a report to the Authority for the Protection of Personal Data. As a result, additional steps have been taken to increase awareness of this issue within the relevant teams.

MazarsForGood: our strategy in action

Integrity and responsibility

	2021 / 2022	2020 / 2021
Number of recorded security incidents	6	Nil
Number of registered data breaches	12	14
Number of data breaches reported to the Dutch Data Protection Authority	3	6

Of the 12 data breaches reported, 11 related to an incorrectly sent email (with attachment) and one related to a letter sent to an incorrect person. Three data breaches involved confidential data and resulted in a report to the Dutch Data Protection Authority.



Independence

Independence is an important principle for performing statutory audits and other assurance and engagements. We are trusted advisors and our advice is objective and unbiased. We value our independence and always act to the highest professional standards. We have a balanced system of procedures and guidelines to ensure independence:

- Every partner and employee completes an annual independence declaration in which he/she declares to comply with the independence provisions; compliance with the integrity code is part of the annual independence declaration.
- The following requirements apply to every assurance engagement:
 - Each team member signs an independence declaration for the respective engagement.
 - Upon acceptance and continuation of the engagement and during the evaluation, an independence check is performed.
- Independence issues can be submitted to PPA for consultation and in case of non-compliance with independence regulations consultation with PPA is mandatory.

Independence monitoring is embedded in our system as follows:

- CQR monitors independence upon acceptance and continuation of statutory audit engagements.
- For engagements in the SEC domain (listed funds), an annual statement is issued by team members and persons in a hierarchical relationship with the team, performing quality reviews or providing technical advice.
- The engagement quality control reviewer supervises the performance of the assurance engagement in accordance with all relevant regulations, including independence.
- The final element of quality control is formed by internal quality reviews and in some years thematic reviews (last mentioned can cover independence issues).
- The Compliance Officer periodically monitors partners' compliance with the investment policy.

MazarsForGood: our strategy in action

People at the heart of our development

Mazars exists because of its people and our 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

SDGs:

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

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

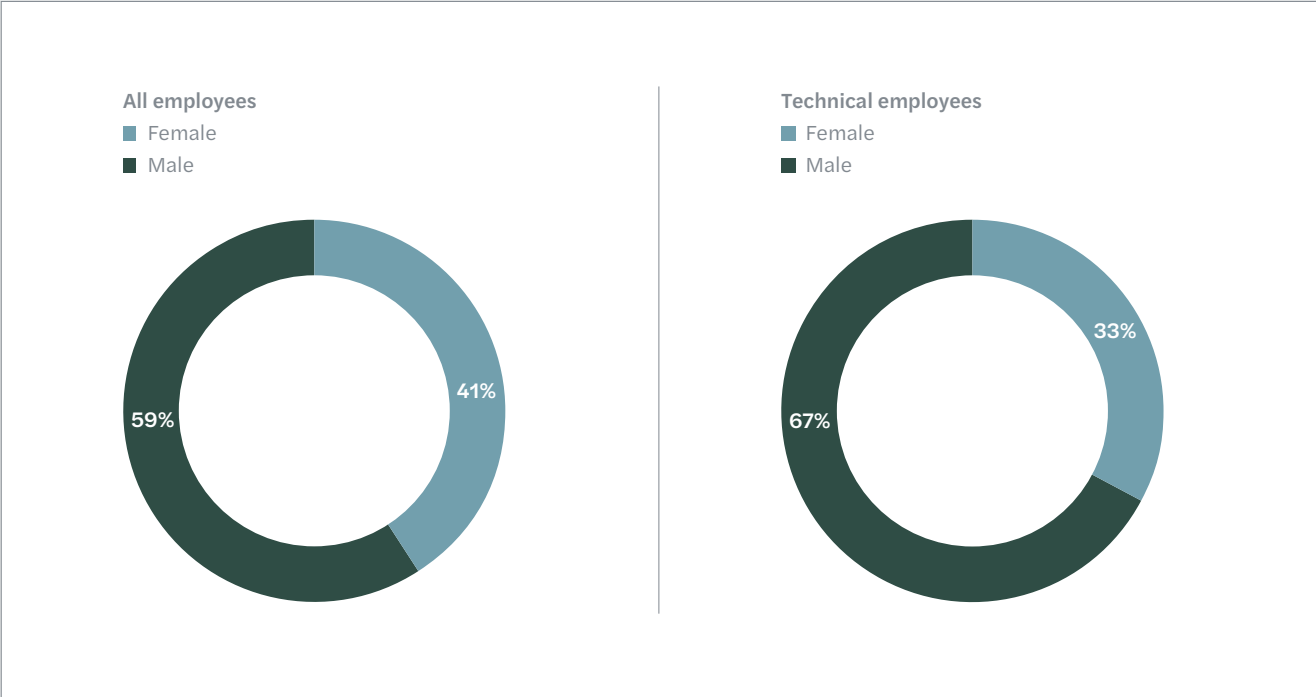


‘People-oriented’ is a defining characteristic of our culture. Mazars is a professional services firm, but also a training institute where we invest in and care for our people. We believe that people choose an organisation only if they are convinced that they can continue to develop within that organisation, 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. More importantly, we invest in the well-being of our people, centred around a good work-life balance, health and joy, 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 and in which fostering equity is the guiding principle. Equity goes a step further and refers to fairness and equality in outcome. Equity, unlike equality, acknowledges that different people face different barriers to success and works to limit or eliminate these barriers. We believe in the power of a diverse, equitable and inclusive organisation, this is the only way we can flourish, improve and build a sustainable future.

MazarsForGood: our strategy in action

People at the heart of our development



MazarsForGood: our strategy in action

People at the heart of our development

Learning and development

We are a learning organisation and learning and 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, business development, soft skills and IT skills.

Learner journey

After Covid-19 the design of trainings has changed. We learned how to combine online learning and face-to-face training and create blended learning paths with impact. Our credo is: online if possible, on site if necessary. This has also led to new criteria on which we select our training suppliers. They are not just suppliers but partners in creating our learner journeys.

Another thing we introduced is training on reflection and offering individual coaching. As times are changing fast, people find it hard to take a step back and reflect. It is reflection that leads to insights, new ideas and better ways of working which helps us to do a better job for our clients and meet the high quality standards Mazars holds.

Some of our technical trainings took place on site which provided the opportunity to work together on client cases and spend time in an informal setting. We clearly see that learning goals impact the chosen learning method and working formats.

We expect technology to influence the way we learn and give us new experiences to further improve the learner journeys.

Mastercourse

Our yearly Mastercourse for managers and up from all service lines took place in October 2022. This year’s theme was Integrity. As this is a topic that can be approached in many ways, we chose four subthemes: financial integrity, digital integrity, personal integrity and integrity & sustainability. Topics we covered were for example blockchain and crypto, artificial Intelligence, integrity and cultural differences, greenwashing, sustainable leadership and ESG reporting. In different presentations and workshops the participants were able to learn, interact and discuss.

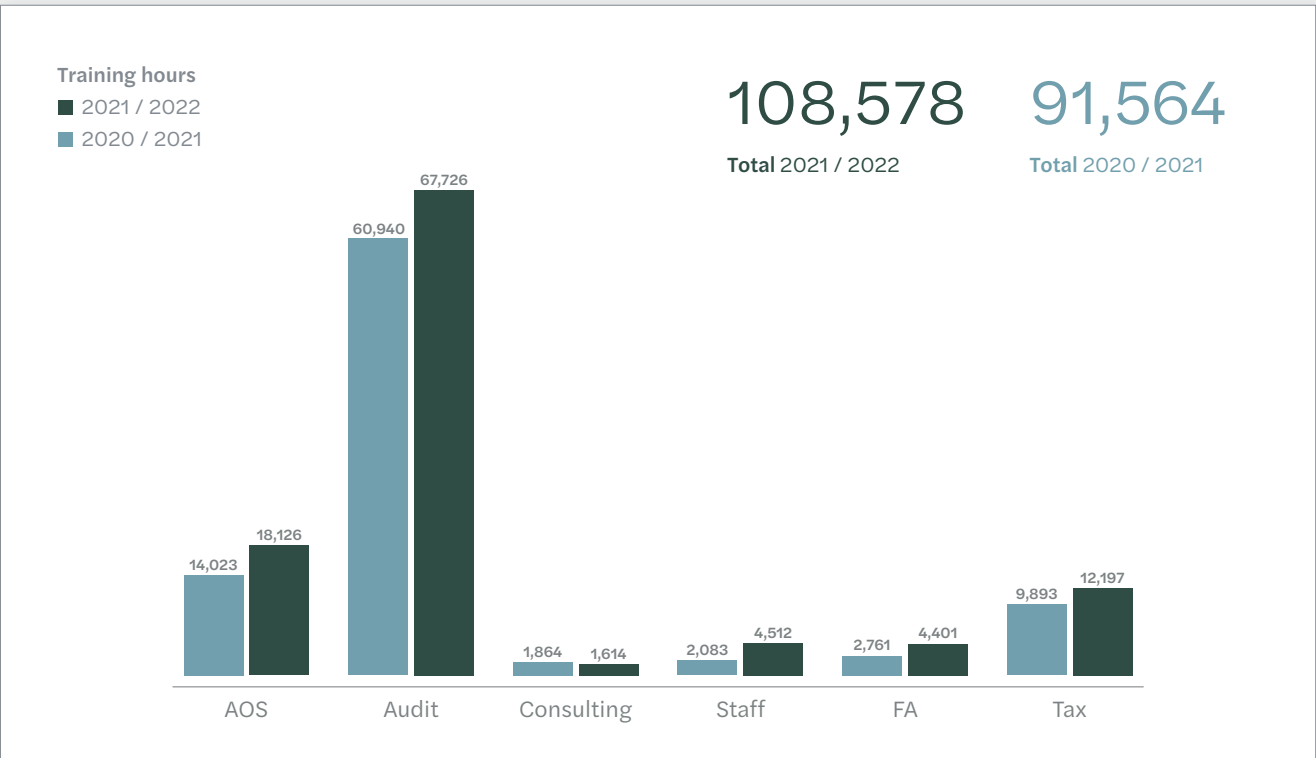
Mazars, a global school of excellence, a great place to learn for all

In 2022 the collaboration in the international learning and development community has grown. The learning paths that are created by the Mazars Group can easily be adopted locally and when needed due to local regulations, be adapted. New technologies make it even more easy to re-use materials and customise when needed. This allows us to personalise learning and development and offer our colleagues the opportunity to grow as professionals.

“My purpose is to create a learning culture where the learner journeys continue on the work floor and people continuously give and receive feedback. Not only on their technical skills but also in professional behaviour, how they work together and leadership. People are encouraged to take responsibility for their own development and personal growth, we help peers and managers to be able to have the conversations needed.” – **Caroline van Egmond**, Manager Learning & Development

MazarsForGood: our strategy in action

People at the heart of our development



MazarsForGood: our strategy in action

People at the heart of our development

Engaging, retaining and recruiting

Continuing to be a 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.

Engagement by having ‘the right conversation’

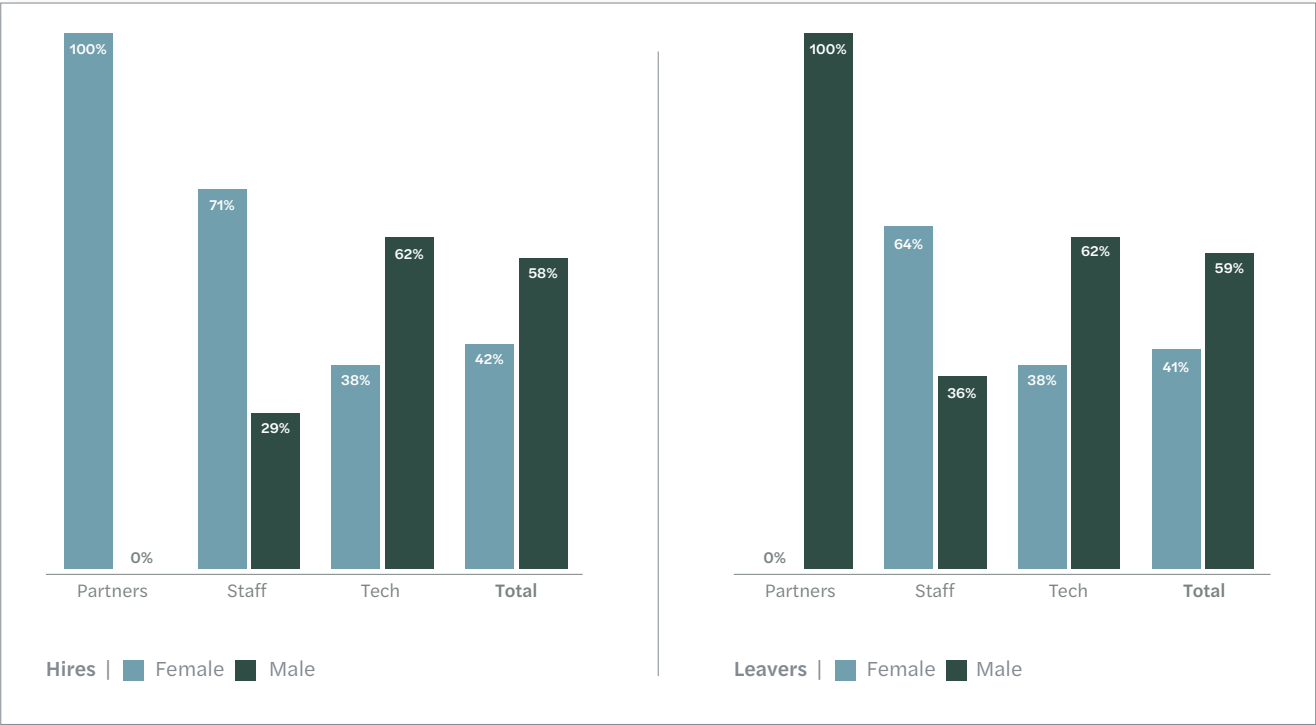
Within our people-oriented culture at Mazars, personal attention for our people is key. Post-Covid and after the implementation of ‘The new way of working’, we sensed a change in the way we work together and we felt the need for more connection. To that end, we organised many activities around the topic of ‘the right conversation’ in performance management, leadership and culture.

The right conversation in performance management

From the start of a career with Mazars we value to have the right conversation on performance and development. Not only during the formal feedback moments, but even more during the year in informal conversations in which feedback is shared in the moment and real attention and appreciation is given. We therefore facilitated workshops for all partners and employees to provide each other with real-time feedback. During 2022 / 2023 this programme will be evaluated and continued.

MazarsForGood: our strategy in action

People at the heart of our development



The right conversation in leadership

We help our leaders in their leadership skills, not only to lead their teams in ‘The new way of working’ but also with the objective to connect with people by having the right conversation. A full range of soft skills are offered to lead oneself and others, from traditional training programmes to leadership challenges and coaching. We offer these programmes at all levels including a partner programme that has been kicked off in 2021 / 2022 and will be further implemented in 2022 / 2023.

The right conversation on culture

Mazars strives to have, and keep, an inclusive, focused on quality and people-oriented culture. To reach this, we constantly facilitate our employees to have the right conversation. We are aware of the needs and the gaps regarding the culture that our employees experience. To have this conversation, psychological safety is key. This is why we started to organise team sessions on psychological safety in which we discuss the presence, or in worst case, absence of psychological safety. After having the right conversation on all aspects of culture every team and manager has a clear vision to make an action plan to enhance team culture.

Furthermore, we are proud to periodically have a detailed Culture Survey, and in the service line Audit & assurance we introduced the ‘Audit poll’ with five relevant questions on quality and culture, to be performed after every assignment.

Recruitment

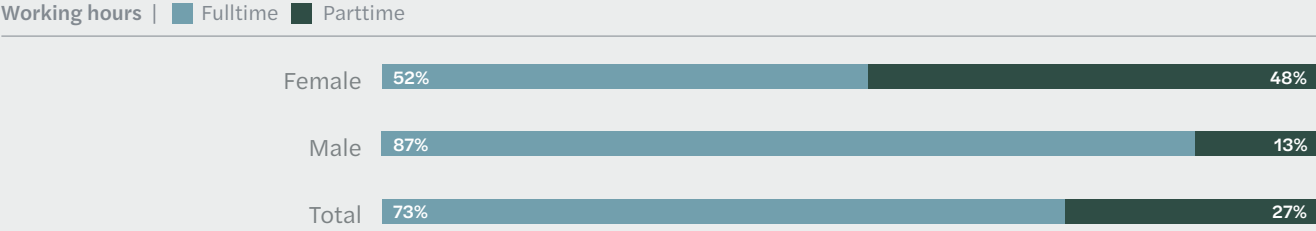
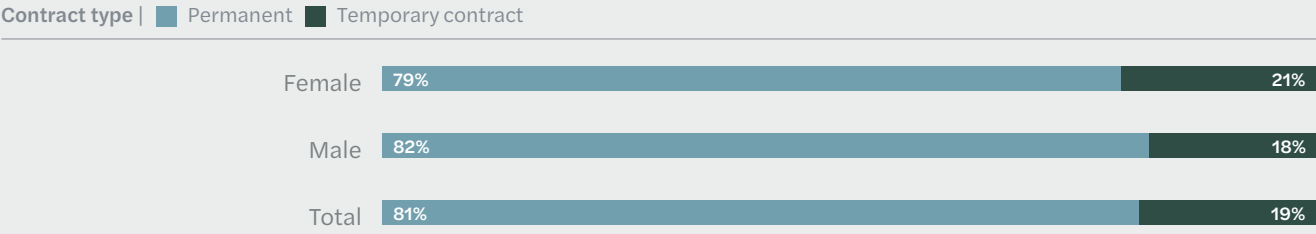
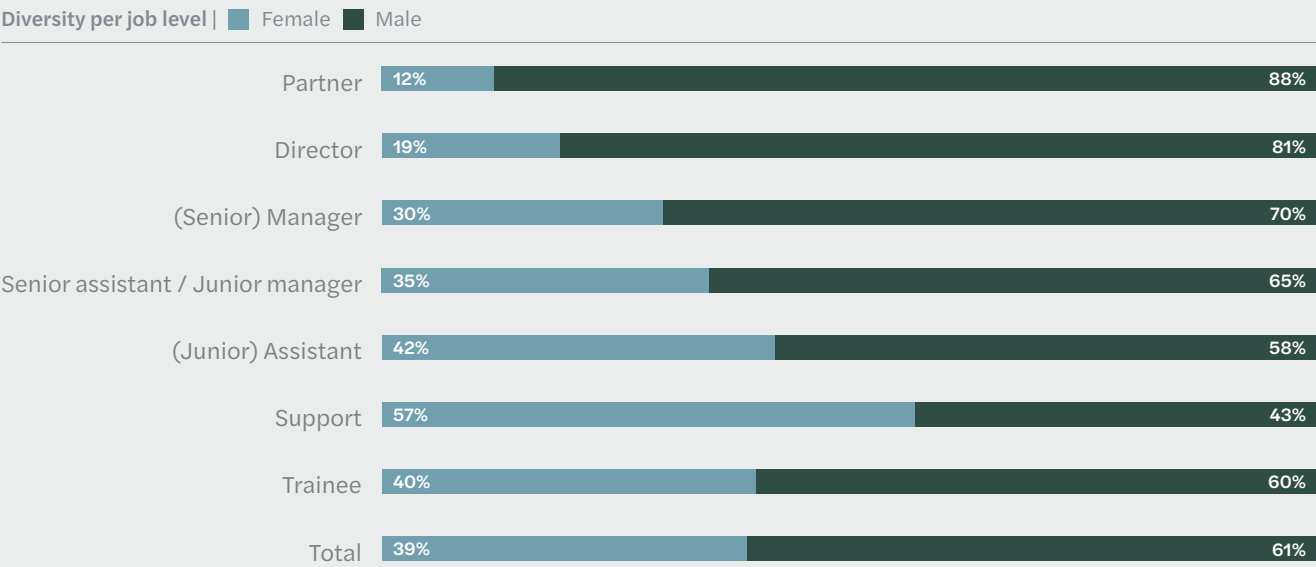
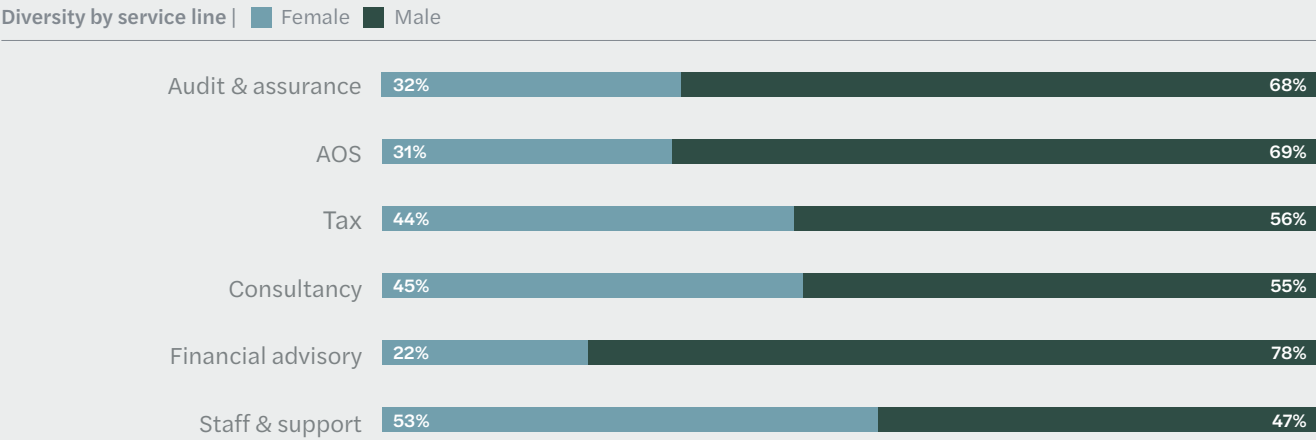
To fulfil our promise of growing with purpose, it is important that we as Mazars can continue to grow sustainably. In this, engaging our people is of great importance. Recruitment contributes to the growth potential of the organisation, but also to creating an inclusive and diverse working environment. Therefore, over the past year Mazars has invested in expanding the recruitment team and further professionalising it. More medior and campus recruiters have been hired. The recruiters are working more closely with various recruitment teams in the service lines. Investments were made in an Applicant Tracking System (ATS) and werkenbijmazars.nl was renewed. We developed a recruitment campaign (‘Vanzelfsprekend bij Mazars’) in which Mazars employees were portrayed and interviewed. ‘The making of video’ created a sense of pride and commitment for all Mazarians. All these activities resulted in achieving the recruitment targets.

The labour market continues to look even tighter than last year. Mazars is working on more creative solutions to recruit new employees by (re)defining target groups. A profit warning for recruitment targets for the current fiscal year is also necessary.



MazarsForGood: our strategy in action

People at the heart of our development



MazarsForGood: our strategy in action

People at the heart of our development

Diversity and inclusion

Diversity is a unifying value at Mazars worldwide and a key driver of our organisation’s success. It is how we have grown, how we operate today, and how we plan for tomorrow - working as one inclusive team around the world. Diversity and inclusion are the foundations of the modern organisation we want to be.

Diverse by nature

We know that added value is created by embracing different perspectives, empowering our people and bringing to the table varied backgrounds, views and skills.

As an international partnership with local roots all over the world, Mazars is – by nature – a geographically diverse organisation that has grown thanks to the different nationalities, languages and educations of our team. Making the most of these differences as an inclusive organisation allows us to move forward, to solve problems, and, ultimately, better serve our clients.

Inclusive by design

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. 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. We are convinced that building an inclusive culture is how we will deliver greater value for our clients and our people alike.

Our commitment and promises

To pursue our ambition of an inclusive and diverse work environment and culture, we have undertaken several initiatives over the past year as part of our diversity and inclusion action plan, formulated based on a qualitative analysis conducted in the year 2020 / 2021:

- Inclusion has been added as a pillar to the culture programme, as part of this, inclusive behaviours are described and added to what we strive for as behaviour within the organisation.
- We have a Purpose & Culture Officer fully dedicated to the culture programme.
- Concrete steps have been taken along the topics of leadership, performance management, attracting and retaining (young) talent.
- We have made the recruitment teams in service lines more diverse to empower our recruitment team.
- All vacancy texts were screened and adapted to inclusive wording.
- In our performance management processes we look at the % promotions and reviews (ratios equal and salary increases equal).
- We participated in the global diversity & inclusion survey from Mazars.
- Every two years we conduct a culture survey which we can also analyse on gender.
- We focus on bias and especially on the awareness of it; starting at partner level – unconscious bias and being aware was the theme during one of last year’s partner meetings.
- Trainings available for our employees on an inclusive workplace and biases.
- Updated our working conditions to equalise employees who work part time or take parental leave.
- Appointed two female members to our Supervisory Board.

MazarsForGood: our strategy in action

People at the heart of our development

In 2021 / 2022, five partners were appointed, one of them female. After 1 September 2022, another five partners were appointed, four of them female. The partner team comprises of 58 partners (31 August 2021: 56). The ratio between men (88%, 31 August 2021: 91%) and women (12%, 31 August 2021: 9%) is unfortunately still far from acceptable. The objective for the number of female partners is higher, at least 20% at the end of 2024. We have also stated the goal that in 2025 the new Executive Board consists of at least one female member. As of 31 August 2022, there is not yet a balanced distribution between men and women in the management bodies, as referred to in the management and supervision of legal entities act. Within Mazars Group and in the Netherlands, initiatives have been tightened up further, focused on a better representation of women in the future, already reflected in the appointment of the new partners after 1 September 2022, which brings the female partner population on 17.5%.

Future ambitions

Besides the before mentioned objectives we have formulated the following goals:

- All management teams of the service lines are asked to formulate an extensive action plan to further improve their teams on diversity and inclusion.
- As of 2025 the management teams of our service lines will consist of at least one female.
- Focus on a good balance of the workforce in each service line (40% female - 60% male).
- Overall create a better balance at senior level.
- Further formalise our diversity and inclusion policy – incorporating all aspects of inclusion.
- Equal pay and pay gap certification.
- Awareness trainings at all levels on unconscious biases, inclusive behaviour and inclusive leadership with special attention for exemplary behaviour at all management levels and partners.
- Strong focus on inclusive behaviour – joint effort with the culture programme to describe inclusive behaviour and embedding this throughout the organisation and act on it.

Fair working conditions

Annually, we update the working conditions for our people, with the aim of having an attractive, fair and market-based package of working conditions, in line with our strategic goals and purpose. This is done in close cooperation with various stakeholders, amongst others our young professional boards and the Works Council. This is reflected in the New working conditions per 1 September 2022, which includes a full package of both primary and secondary benefits, totalling to an increase of almost 10% in total reward package. These are grouped around the subjects of development, vitality, time, rewards and mobility:

- My Development: in line with our goal ‘Mazars, a global school of excellence, a great place to learn, for all.’ We updated and extended our training offering.
- My Vitality: in line with our goal of a more diverse and vital Mazars, a healthy work-life-study balance and thus vitality for all of us, we continued to provide a vitality budget per team.
- My Time: the objectives of enabling flexible working and strengthening well-being has led to individual discretionary budget for non-statutory leave.
- My Rewards: besides a competitive increase in salaries, we have equalised mobile telephone budgets for every Mazarian and paid out an equal one-off bonus to every Mazarian.
- My Mobility: in line with our sustainability goals, we have updated mobility budgets and we made a transfer to an only electric or plug-in hybrid policy for new cars.

Our annual performance and valuation process is performed with the aim to be as fair and objective as possible. The results of the analysis of performance scores and salary increases of men and women yield no significant differences in gender. In order to become an even better employer, we also analyse the number and reasons of exits of our colleagues. We are pleased that our outflow decreased compared to 2020 / 2021, although we still have work to do on the various reasons for exits mentioned by former Mazarians.



Equal assessment and equal remuneration

Mazars has a performance management cycle with two formal conversations during the year (for development and evaluation). Mazars aims to be an inclusive and diverse organisation. We encourage managers to be more aware of their own biases when they assess their team members and to value employees for who they are and their contribution to Mazars. Our annual performance and valuation process is performed with the aim to be as fair and objective as possible.

The round table sessions (calibration) take place in May. During these sessions, managers are given the opportunity to provide input on the performance and potential of the employees in their team. Job evaluation forms and feedback (forms) are an important tool. The output is used for assessment in July and August during the annual appraisal. This evaluation gives direction to the focus points for the new year on the basis of a performance score and a potential score. This potential score indicates to what extent the employee can grow and on which term. The interim appraisal, to discuss the development of the employees, takes place in January.

Each year we analyse the outcome of the round table sessions to assess on equality with regard to the performance and potential scores, salary increases and promotions. The results are reported to the Executive Board, as well as the Works Council. The results of the analysis of performance scores, promotions and salary increases of men and women yield no significant differences in gender.

Culture and behaviour

As part of the culture programme the Executive Board has identified 23 desired behaviours corresponding to the quality vision ‘Trust through quality’ and the ambition to embed these behaviours in daily practice. Twelve best practices were already formulated by the Executive Board based on information gathered from the practices and are part of the local practices’ culture plans. The practices have continued to work on their culture plans with local initiatives; all action plans were evaluated. The results were summarised centrally and, the following focus points were determined for the coming year:

- Sharing best practices, with specific attention to follow up on feedback
- Sharing lessons learned
- Attention for and follow up on timely and qualitative data delivery by clients

In 2021, a reassessment of the programme took place. The Executive Board, together with the management teams, the young professionals, PPA and CQR, updated the programme, taking into account recent developments such as Covid-19, the AFM reviews and the root cause analyses.

Under the programme name ‘Trust through Quality - Reset’ a number of new organisation-wide initiatives were identified. This year we continued to work on:

- Working along a model audit with attention to role clarity per function, including making agreements prior to the engagement

MazarsForGood: our strategy in action

People at the heart of our development

- Attention for a partner programme for exemplary behaviour
- Developing a quality dashboard to guide and monitor

Following the kick-off of the partner programme on ‘Trust’, ‘Leading by example’ and ‘Change’ all partners joined a session on psychological safety. Based on a training course, they practised a methodology to engage in a conversation within their own teams on the different aspects of psychological safety (inclusion, sharing, challenging, delivering, positivity).

Culture Survey 2021

In the autumn of 2021, the Culture Survey (NBA Cultuurmeter) was once again conducted among all Mazars employees. The response rate was 65% and therefore provides relevant data on the status of our culture. This quantitative analysis provides insights into various pillars of culture and behaviour within Mazars. It also shows where there is room for improvement. The survey was also conducted in 2015, 2017 and 2019 and therefore offers us relevant data for comparison. We are proud to report that analysis of the results show that almost all of the components of the Culture Survey 2021 scored more positive compared to 2019. The results also indicate that we are still focusing on the right themes: Leading by example, Learning organisation and Well-being. The results of the Culture Survey have been shared with the local culture and behaviour task forces to incorporate in their culture plans.

Well-being and vitality

In the past year, concrete steps have been taken in realising a more vital Mazars. This comes forward from one of our promises of the One24 strategy: ‘We will ensure a more diverse and vital Mazars, a healthy work-life-study balance and thus well-being for us all. Our people-oriented culture and flexible working contribute positively to this.’

Mazars wants to achieve this promise by giving continuous attention to well-being and vitality:

- A webinar with a psychologist on dealing with (work) stress
- Ordering an e-book from the psychologist
- Workshops related to the themes of social, spiritual, physical and mental
- A vital activity that all teams could organise

On Mazars U-Learn, a special page has been set up for well-being and vitality, which contains specific vitality e-learning that can also be taken by all employees.

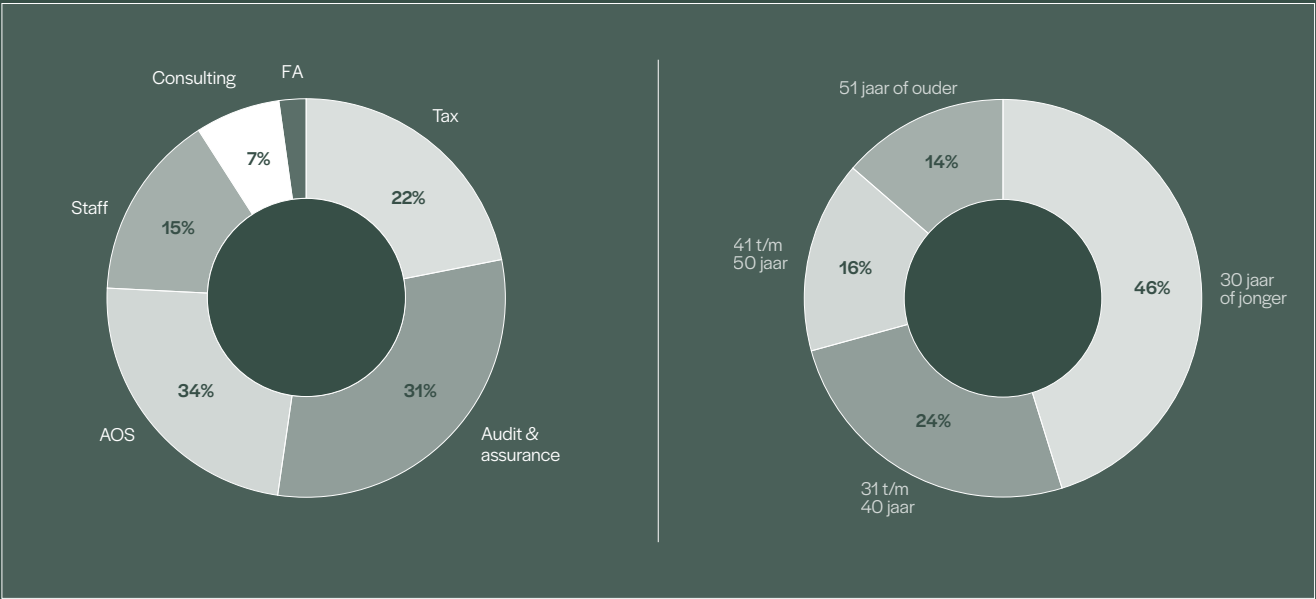
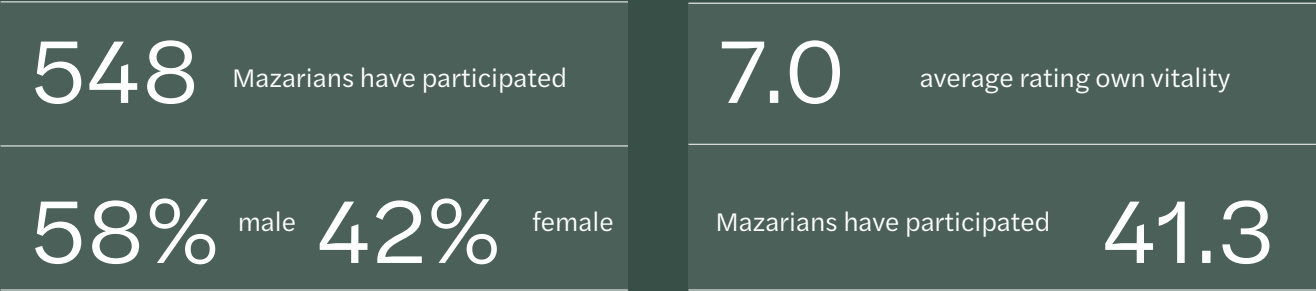
Since September 2021 Mazars offers voluntary health checks, three rounds of health checks took place in just over a year. A total of 548 employees participated, 58% male and 42% female. The health checks show that employees rate their own vitality with an ample rating (7 on a 1-10 scale). In addition, 86% of the participants indicated that they often to always enjoy their daily work.

We will use the learning points that emerge from the health checks as input for new initiatives in the field of vitality. To do so, we will focus on relaxation, workload and work-life balance. By means of a central activity and vitality workshops that can be scheduled by the teams themselves, everyone can work on their own vitality. Due to the success of the health checks, we will continue to offer these annually for employees who wish to participate and encourage people who didn’t do it yet, to do so.

MazarsForGood: our strategy in action

People at the heart of our development

Vitality at Mazars – health checks



Positive outcomes:

- The participants scored slightly higher on the average work ability, with a score of 41.8 Mazars scores above the national average (41.0). This is a sufficient score which we would like to see increasing in the future. Work ability indicates the extent to which employees are physically and mentally able to perform their work. This is a sufficient score which we would like to see increasing in the future.
- Participants score well on enthusiasm. Enthusiasm meaning engagement in the extent to which employees are inspired and enthused by their work and experience a positive connection with their work environment.
- 86% of participants often to always enjoy their daily activities.

Focus areas:

- 1/3 of participants scored moderately or slightly insufficient on the relaxation component.
- 30% of the participants indicate the work pressure as high.
- 15% of the participants assess their work-life balance as low, 5% assess this as good and the remaining 80% gave a sufficient score.
- About half of the participants are advised to work on their weight.



MazarsForGood: our strategy in action

People at the heart of our development

Flexible working

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 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-study 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 March 2022 we started with ‘The new way of working’. The basic principle is that everyone works at least one day a week away from the office.

We stay connected by attending a team day at least once a month. The most important thing is to discuss what works best, both in terms of quality and team work. It is the personal responsibility of all our employees and partners to make the right choices, whilst not losing sight of our vision, our values and their own well-being. Flexibility and working together conditions should be determined by the teams. Learning on the job benefits from working closely together.

After one year we see that colleagues fill in their work week according to their own preferences. Most employees are working from home or at the office two or three days a week.



Our strategy in action: community involvement

Mazars Foundation

Developing and helping to develop is one of our key beliefs and this goes beyond the development of our people by also contributing to the development of society. Mazarians have the intrinsic desire and drive to use their professional expertise for social purposes by educating 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.

The mission of the foundation is: Mazars Foundation helps develop. The vision of the foundation is that we believe both businesses and society play an important role in developing sustainable communities. We therefore encourage Mazarians to make conscious choices and contribute to society.

The foundation enables, offers and encourages various projects, activities and initiatives in the field of education, vitality and sustainability and this leads to:

- Mazarians coming into contact with and interact with other social groups and organisations
- Empowering Mazarians to engage with other civil society groups and organisations
- Allowing Mazarians and other civil society groups and organisations to develop into valuable, healthy and balanced members of society who also bring a positive impact to society
- Creating more space for a diversity of Mazarians to interact respectfully and openly with each other
- Taking action to effectively realise positive impact on climate and environment
- Building more consciously on the development of sustainable and innovative products and services

The Executive Board and the partnership of Mazars supports and contributes to our commitment to society. Each employee has been allocated 20 hours on an annual basis to devote to Mazars Foundation activities. We also see social commitment from our employees outside Mazars Foundation activities.

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

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 foundations to make 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.

Our strategy in action: community involvement

Message from the Chair

You may have also read last year’s Mazars Foundation annual report and thought, "What about those sharpened goals to have an - even - greater social impact?" I can tell you, we did!

Looking back on the past year, all I can think is ‘wow what a lot we did!’. The goals were far exceeded: we organised 112 social impact activities and more than 50% of Mazars employees participated. That accounts for as many as 5,100 hours of volunteering.

Our ambassadors had an impressive task, namely to enthuse 50% of Mazars employees in the Netherlands to participate in the activities organised by the Mazars Foundation. We asked the ambassadors how they feel about organising activities and what being an ambassador brings them. You can find their answers on page 59.

Education, vitality and sustainability are at the heart of the activities. Think of job training, walking with elderly people, cleaning up litter, some extra hands at locations where people with a distance to the labour market work, etc. We asked several partners this year what impact we made on them as an organisation and on the participants of our activities, after all, they are best placed to tell how they were helped. The answers confirmed my thoughts, it is so incredibly important to contribute to society. You will also find their answers later in this report.

As Foundation board, we have not been idle this year either and have been frequently involved in activities. One of the activities we want to highlight is accompanying residents of a care institution in Apeldoorn during an afternoon at Paleis het Loo. Together with the Executive Board, we were able to accompany this group on an afternoon out. Partly as a result of Covid-19, they had not been outside the walls of their care home for a long time. We are extremely grateful for this fun afternoon and enjoyed the stories they shared with us.


Besides activities with our regular cooperation partners, we also made a number of separate financial contributions this year to make activities possible. For example, we contributed to the sports equipment of the Children's Holiday Games. In addition, due to Covid-19 during the holidays in December 2021, there were still some restrictions, our ambassadors in Nijmegen therefore brought some treats to residents of an elderly care facility.

112	activities
555	Mazarians
5,140	hours
38	ambassadors

The situation in Ukraine did not pass us by either. Together with Mazars, we made a donation to the Red Cross and Save the Children. We also provided a ‘welcome bag’ for children from Ukraine and fundraising events were organised at all Mazars offices by the ambassadors. The last success I would like to mention is the Mazars Community Day, a new concept of the Mazars Foundation. In a nutshell, all Mazars employees can make a commitment to society anywhere in the Netherlands on that day.

Last year, we had two Community Days and both were a great success. You can read more about this in the relevant section.

I would like to conclude with a thank you to everyone inside and outside Mazars who does their bit for society, no matter how big or small your contribution is, it is priceless for those who are helped by it.



Amanda Twigt
Chair of the Board Mazars Foundation

Our strategy in action: community involvement

Community Day

A day organised for Mazarians, made possible by Mazarians. A day where we are all committed to make a social contribution focusing on the three themes of the Mazars Foundation: education, vitality and sustainability.

Since 2021, Mazars Group has introduced Mazars Community Day worldwide to increase our collective impact on society. In addition to the already existing activities, the Mazars Foundation in the Netherlands also commits to this initiative.

The first Mazars Community Day took place on 14 October 2021. We are very proud of what we achieved on this day with all our colleagues. Through the efforts of our ambassadors a total of 380 employees participated in more than 30 different activities organised with our cooperation partner.

As the first Community Day was a success, we organised a second Community Day on 23 June 2022. On this day too, almost 400 employees, committed to one of the organised activities.

Colleagues gave job application training to students, spent the day at various care homes with elderly people in activities such as a bingo and cooking diner. They also rolled up their sleeves by refurbishing a playground, petting zoo and in community gardens. There was an adventure club for children from disadvantaged neighbourhoods and walking tours for people with language difficulties or from a care home.

In addition, a sporting padel tournament was organised in which a nice amount was raised for the Youth Fund Foundation. A large group of employees also picked up litter in the Kralingse Bos and on the beach of Scheveningen. These were all great initiatives in which our colleagues worked for people and society. We look forward to the next Community Day!

2	Community Days
380+	Mazarians participated each Day
30+	Activities
9	Offices



Our strategy in action: community involvement

Care and actions for Ukraine

We are an international organisation where we care for the health and well-being of people around the world. The Mazars foundation had a special focus this year on people, including our teams, in Ukraine but also on refugees from Ukraine in our country.

We supported the following refugee actions in the Netherlands:

Ukrainian school Wesselka in Voorburg

On Saturday 2 April 2022, our colleagues brought the proceeds of the Ukraine action to this school. After dropping off the first two shopping bags, the people at the school had not yet realised that a whole load was arriving and were already super grateful. When it turned out there were still several cars full outside, everyone came out to help bring everything inside. Besides the articles for Ukraine, we also had quite a lot for the school itself. Because of the refugee influx, they now have three times as many students in school. The items for Ukraine would be driven to Lviv and distributed further from there. The volunteers at the school all have family and friends in Ukraine and in this way set up a network so that they can support where it is needed the most.

WHOE Foundation

On behalf of the volunteers of the WHOE Foundation, many thanks to the colleagues who participated in the collection campaign for relief goods to Ukraine. In particular, toiletries, nappies and baby milk were collected. The items were handed in at the collection

point at the Zwitsal Factory which the municipality of Apeldoorn has made available to the WHOE Foundation. They organise one to two trucks a week towards Ukraine and the border areas where the need is greatest and demand for basic necessities is high.

Puur Zuid

We discussed with our partner Puur Zuid how we can contribute. Puur Zuid offer their community centre to organise contact moments for Ukrainian refugees. Puur Zuid is also collecting phones and chargers for refugees who do not have them. Vodafone has already provided a hefty load of SIM cards with credit. And a number of mobile phones have already been collected on behalf of Mazars that can be put to good use.

Donations

Colleagues from the Utrecht office donated necessities and raised money. With the money raised they bought items such as: baby food, rice, pasta, beans, medicines and much more. At a specially set up delivery point, they were very happy with these necessities and they were transported to Poland by a truck for delivery across the border into Ukraine.



Our strategy in action: community involvement

Long-term valuable partnerships

The Mazars Foundation has various partnerships at national and regional level that enable us to make a positive contribution. We believe that together, you can make an even bigger impact and therefore we continuously invest in the relationship with these special foundations.

Last year, our offices collaborated with more than 40 partners. The overview on the right shows a selection of our national and regional cooperation partners with whom we organised various activities in 2021 / 2022.

JINC

One of our national partnerships is JINC. We are very pleased with this long-term partnership which focuses particularly on children’s development and education and thus fits well with the Mazars Foundation’s objectives. We are extremely happy with the number of children we reached last year, 875 in total! The overview nicely reflects the impact we made together with JINC last year.



JINC

JINC believes that every child deserves a fair chance, and that mission is increasingly becoming a reality thanks to collaborations such as those with Mazars.

Thanks in part to cooperation partners like Mazars, JINC has brought more than 65,000 students nationwide closer to a good start on the job market in the 2021 / 2022 school year. We are proud of this and on behalf of the students, thank you very much!

Mazars supported 875 students during the 2021 / 2022 school year: 31 times students visited Mazars offices in groups to take a look at the workplace and 335 students learned the skills to successfully obtain a side job and/or internship position by attending the job application training provided by Mazars employees.

ledereen groeit met

JINC.

	875 students supported by Mazars
	485 students came to visit the office – bliksemstage
	335 students attend a job application training
	30+ Mazars employees enthusiastically engaged

Our strategy in action: Community involvement

Mazars Education Day

The future of tomorrow is in today’s classroom. This is why the Mazars Foundation came up with an initiative to link the focus on ‘education’ to the goal of making students aware of their impact on the climate and environment. By acknowledging the importance of educating younger generations on the importance of sustainability, a new initiative has emerged: the Mazars Education Day!

On Wednesday 5 October, ‘Teacher’s Day’ in the Netherlands, the first Mazars Education Day took place. In collaboration with Energy Challenges, an organisation specialised in creating teaching packages focusing on sustainability, a programme was developed for all classes of the school ICBS de Vredenburg in Hoofddorp. During this first edition of the Mazars Education Day, 30 colleagues made all children from group one to eight aware of their impact on sustainability. This is extremely important because: the future of tomorrow is in today’s classroom!

Pupils made windmills, learned about waste separation, about energy-hungry appliances and created campaigns to promote sustainability. A group of children also built “chairs for the future”: a chair that represents future generations which can be placed in the board room. This chair was handed over to the board of both Meer Primair and Mazars at the end of the day. Robert Jan de Rek accepted the chair for the future on behalf of the Executive Board of Mazars: “This chair will get a prominent spot at our office in Rotterdam. The exact place where decisions are made.”

Reaction from school board Meer Primair

“It is the first time that the business community is providing education for a day at a location of school board Meer Primair. A very educational experience for the children. This initiative fits perfectly with our slogan: ‘Learning today, for tomorrow’. With this project, Meer Primair explores the possibilities of organising education differently. Besides the teacher, many other professionals can also be significant for our education. This project has proven that.” - Eef Niezing, Director Meer Primair

Response from a Mazarian

“What an incredibly nice change from daily activities to stand in front of a class of curious toddlers who, to my surprise, already knew a thing or two about waste separation. Nice to see that future generations are already concerned with sustainability at a young age. Besides, this was not a bad exercise for us to have to simplify the sustainability jargon to the understanding of a four-year-old. It is with a gigantic dose of respect for all teachers that I look back at this amazing day.” - Anouk Torsing, Sustainability Consultant

The first edition of the Mazars Education Day was a great success and we are incredibly excited and motivated to deploy this great initiative in various schools in the coming years. After all, it dovetails perfectly with the goals we have set for the Mazars Foundation.



Our strategy in action: community involvement

Mazars Foundation ambassadors - our driving force

Having a true local impact is an important part of the approach of the Mazars Foundation and in order to make an impact the ambassadors of the Mazars Foundation are invaluable.

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 our partnerships as well as responsible for organising activities with our partners. The Mazars Foundation had an average of 38 ambassadors in 2021 / 2022.

Celebrate our ambassadors

Danah Olie

“So many people are affected by the many crises in our society today. In my opinion, it is important to help each other as people, especially when this can be done in a low-threshold way or when you yourself experience relatively little negative impact from the crises. Being an ambassador allows me to do something with this at work too, and we can make an impact on a larger scale (namely with our colleagues). In addition, it has also allowed me to get to know many colleagues from other departments, which in turn contributes to my job satisfaction.”

Yentl Slangen

“Last year, I became an ambassador for the Mazars Foundation. The choice to sign up as an ambassador came from the fact that I wanted to do more for society. Organising the activities created a lot of awareness in me. We attended several meetings and consultations with organisations in which sometimes poignant stories emerged. By organising activities for these people, I hope to have given them an enjoyable day. Besides doing good for society, this also brought the opportunity for me to develop myself. After all, organising activities was new to me. Together with my fellow ambassadors, we made every effort to make the activities as successful as possible. Not only through my role as ambassador, but also through my own motivation to do something for society, I try to make colleagues and my immediate environment enthusiastic to also do something for society.”

Luuk van Hoogstraten

“Organising the Community Day in 2022 did have a certain impact on me. It was fun to think about how we could best contribute to education, sustainability and vitality. Coming up with fun and creative ways to do this can still be a challenge, but the result was excellent. I therefore heard many positive reactions from everyone who took part and that is of course very pleasing, especially because it shows that you can be socially involved in a fun way and that you can make people enthusiastic about this. I also notice that I get more enthusiastic every time we have these kinds of activities.”

“If COP27 taught us anything, it’s that we need everyone, including the private sector, to commit to climate action if ambitious targets set are to be reached. Our only chance of halving greenhouse gas (GHG) emissions by 2030 and reaching net zero by 2050 is if we take collective action. With time against us, every sector in every market must transform. We at Mazars plan to play our part. By committing to the SBTi, we are staying true our DNA to act responsibly via a realistic, achievable and transparent approach. We intend to use the experience we gain on this journey to share key learnings with our stakeholders. We are convinced that complex issues require the power of collective intelligence, and it is only by working together that we can successfully navigate the challenges ahead and act on the promises we make.” – **Hervé Hélias**, CEO Mazars Group

Our strategy in action: reducing our negative impact Take collective action and play our part

Mazars keeps its promise to play its role in mitigating climate change by signing up to the Science Based Targets initiative (SBTi). Climate & environment is one of the five strategic pillars of our corporate sustainability strategy and we are dedicated to minimise our impact on the climate and environment and to act responsibly.

Our path to net zero

In November 2022 Mazars Group has signed up to the Science Based Target initiative (SBTi). This means Mazars Group and its offices in all countries are officially committed to a net zero pathway guided by climate science. By pledging publicly, Mazars demonstrates to all its stakeholders that, as a genuinely responsible organisation, it is serious about playing its part in mitigating the negative impacts of climate change. By signing up to the SBTi, Mazars underlines its commitment to adopting a robust net zero pathway. The only way for businesses to contribute to a better future is through implementing change and switching to ESG-conscious, responsible operating models. The SBTi offers a clear pathway to reaching net zero that, due to its focus on transparency, can be easily understood, tracked and communicated. This ability to demonstrate our commitment and strategy is increasingly important for our stakeholders, including business partners as well as current and future talent. Finally, by signing up to the SBTi, Mazars also hopes to leverage its influence to encourage others in the private sector to commit to a science-based emissions reduction pathway.

Next steps:

- Calculate our global emissions footprint, leveraging data from the 95+ countries it operates in, and establish a baseline
- Engage with leaders across all regions and countries to thoroughly examine its value chain identifying key sources of emissions and the actions necessary to reduce them
- Calculate and set targets by which it will reduce emissions across Scopes 1, 2 and 3, firstly in the near-term, identifying targets to meet by 2030 and then identifying long-term targets to meet by 2050, in line with the SBTi guidelines
- Communicate on the targets to inform internal and external stakeholders and report on its global emissions and progress against targets on an annual basis

The next two years will be crucial for Mazars as it embarks on this journey. The firm has already started building engagement across the 95+ countries where it operates to not only gather data but also help colleagues understand the importance of climate action. As auditors and advisors, Mazars understands the value of numbers, especially in this context. Over the next few months, the firm will work meticulously on its data, and expects to be able to share transparently its total emissions across all three scopes of the GHG Protocol in 2023. It will then rapidly follow up with further specifications on the science-based targets developed and submitted to the SBTi for approval as part of its net zero trajectory.

Mazars GHG inventory methodology

In order to provide additional information regarding the environmental metrics presented in this sustainability report, this section specifies our GHG inventory methodology. This section will give a comprehensive overview of the reporting standards, inventory boundary, and calculation methodology used in the accounting and reporting of Mazars’ greenhouse gas (GHG) emissions for the financial year 2021 / 2022, corresponding to the period 1st of September of year 2021 to 31st of August of year 2022. By doing so, Mazars strengthens the transparency and accountability for our environmental impact. It is therefore based on the best data available at the time of publication, while being transparent about the processes, procedures, assumptions, and limitations of our GHG inventory.

We are convinced that, through this GHG inventory methodology, we will be able to better demonstrate our environmental responsibility, build trust and engagement with our stakeholders, improve our capability of managing climate-related risks and opportunities, and drive targeted performance improvements. A detailed description of our GHG inventory methodology is presented in the appendix of this report.

MazarsForGood: Our strategy in action

Carbon footprint 2021 / 2022

Scope	Category	Emission source	Quality	Emission [tCO _{2eq}]	%	Intensity		Notes
						[tCO ₂ /FTE]	[tCO ₂ /M€]	
1	Fuel	Natural Gas [m3]	80,692.00	144.20	2.39%	0.15	1.04	
		Natural Gas [m²]	2,034.00	26.15	0.43%	0.03	0.19	
		Diesel [L]	36,611.00	98.78	1.63%	0.10	0.71	
		Petrol [L]	481,236.00	1126.35	18.64%	1.16	8.15	
	Refrigerant leakage	[F²]	203,761.00	66.18	1.10%	0.07	0.48	
Total Scope 1				1461.66	24.19%	1.50	10.58	
2	Electricity and heating	Offices [kWh]	1,129,758.00	404.93	6.70%	0.42	2.93	Location-based
						0.00	0.00	Market-based
		Electric Vehicles [kWh]	523,563.00	187.66	3.11%	0.19	1.36	Location - based
			523,563.00		0.00%			Market-based purchased through leasing company
		Share of green energy [%]	100%		0,00			Purchased through leasing company
		District heating [m²]	6,698.00	72.11	1.19%	0.07	0.52	
Total Scope 2				664.70	11.00%	0.68	4.81	
3.1	Purchased goods and services	Building and dwelling services [kg]/ [€]	2,862,983.00	569.47	9.42%	0.59	4.12	
		Water [m²]	18,930.00	5.07	0.08%	0.01	0.04	
		Professional services [kg]/ [€]	5,301,176.00	552.23	9.14%	0.57	4.00	
		Software [kg]/[€]	4,135,145.00	373.04	6.17%	0.38	2.70	
		Insurance agencies and brokerages [kg]/[€]	1,701,513.00	61.77	1.02%	0.06	0.45	
		Commercial Equipment and rental [kg]/[€]	112,085.00	19.58	0.32%	0.02	0.14	
		Advertising and public relations [kg]/[€]	400,173.00	52.83	0.87%	0.05	0.38	

Scope	Category	Emission source	Quality	Emission [tCO _{2eq}]	%	Intensity		Notes
						[tCO ₂ /FTE]	[tCO ₂ /M€]	
3.2	Capital goods	Fixtures and fittings [€]	382,892.00	177.17	2.93%	0.18	1.28	
		Office Furniture [€]	346,836.00	144.46	2.39%	0.15	1.05	
		IT and Office equipment [€]	666,401.00	79.91	1.32%	0.08	0.58	
3.3	Fuel- and energy-related activities	WTT Diesel [L]	36,611.00	22.47	0.37%	0.02	0.16	
		WTT Petrol [L]	481,236.00	297.35	4.92%	0.31	2.15	
		T&D Electricity [kWh]	1,129,758.00	161.14	2.67%	0.17	1.17	
		T&D District Heating [m²]	2,862,983.00	14.01	0.23%	0.01	0.10	
		T&D Natural Gas [m²]		23.05	0.38%	0.02	0.17	
3.4	Upstream transportation and distribution	Courier services [kg]/ [€]	142,730.00	77.51	1.28%	0.08	0.56	
3.5	Waste generated in operations	Office waste - combusted mixed commercial & industrial [kg]	86,805.00	1.85	0.03%	0.00	0.01	
		Closed loop recycling - cardboard / paper [kg]	34,295.00	0.73	0.01%	0.00	0.01	
3.6	Business travel	Flights <785 [km]	86,220.00	23.51	0.39%	0.02	0.17	
		Flights >785 - 3700 [km]	444,347.00	76.17	1.26%	0.08	0.55	
		Flights >3700 [km]	1,083,948.00	441.48	7.31%	0.45	3.19	
		Average flights & class [km]	16,198.00	2.49	0.04%	0.00	0.02	
		International Train [km]	43,097.00	0.5	0.01%	0.00	0.00	
		Hotels [nights]	559.00	15.57	0.26%	0.02	0.11	
		Hotels [€]	175,725.00	32.88	0.54%	0.03	0.24	
		Car rental [km]	109,943.00	21.29	0.35%	0.02	0.15	
		National train [km]		0.46	0.01%	0.00	0.00	
		Taxi [€]	19,204.00	1.79	0.03%	0.00	0.01	
	Employee commuting	Public transport [km]	507,518.00	38.19	0.63%	0.04	0.28	
		Private owned vehicles [km]	2,299,430.00	444.27	7.35%	0.46	3.21	
		Homeworkers [days]	77,290.00	184.23	3.05%	0.19	1.33	
Total scope 3				3,916.47	65%	4.03	28.34	
Total emissions scope 1,2 & 3 [tCO _{2eq}]				6,042.83	100%	6.22	43.73	

Our strategy in action: reducing our negative impact

Carbon footprint 2021 / 2022

	tCO _{2eq}
Scope 1	1,461.44
Scope 2	664.70
Scope 3	3,916.47
Total Emissions	6,042.83

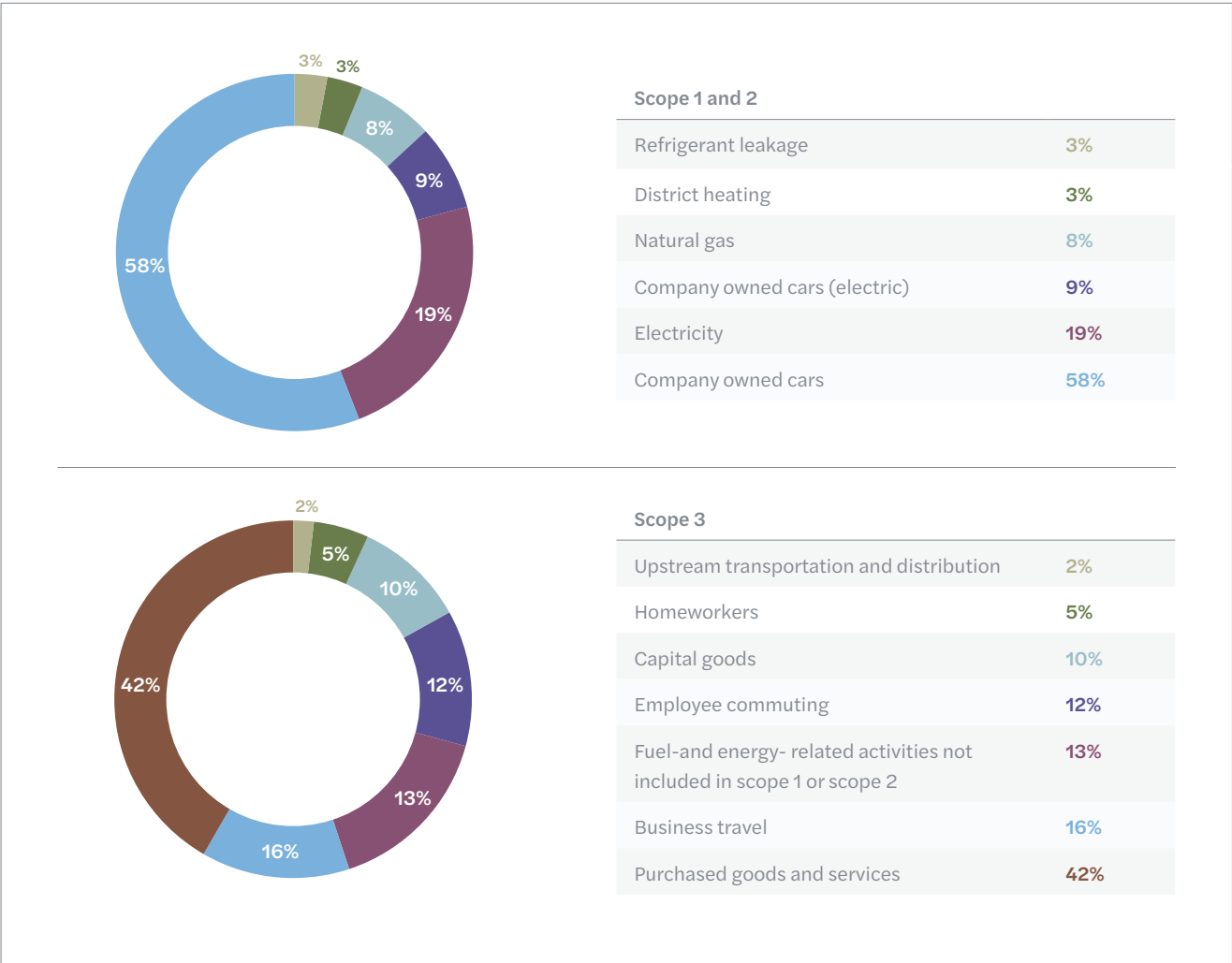
As described in the methodology, this year’s table does not include a reduction or comparison column, this is because we have made changes in methods of calculating our emissions by using Ecometrica. Comparing this year’s result with last year’s data, will therefore not be an adequate reflection of our carbon footprint. For this reason, this year’s calculations and data will serve as a baseline for the upcoming years and reports.

Carbon offsets

We have compensated our emissions by offsets through Verified Carbon Standard - Verra registered carbon credits with our partner South Pole.

These offsets cover our entire CO₂ emissions in both scope 1 and 2 as well as the emissions caused by our flights. For these various components, the total emissions come to 2,265.08 tCO_{2eq} (Scope 1: 1461.66, Scope 2: 259.77 and total flights: 543.65). A verity of offsets were purchased after carefully selecting projects that are in line with Mazars’ purpose, mission, vision and our commitments to the SDGs.

As an integrative and transparent organisation we do want to acknowledge the claims made in the media that apply to our purchased Kariba REDD+ offsets with South Pole. Although the Kariba offsets are just a share of our total purchased offsets, we are in continuous dialogue with South Pole to discuss the validity of our offsets and are considering how we conduct due diligence when selecting projects for carbon credits in the future, especially with forthcoming regulations. While South Pole is keeping us up to date with the latest information on this matter, as a learning organisation we will take lessons from this event.



Our strategy in action: reducing our negative impact

Sustainable mobility policy

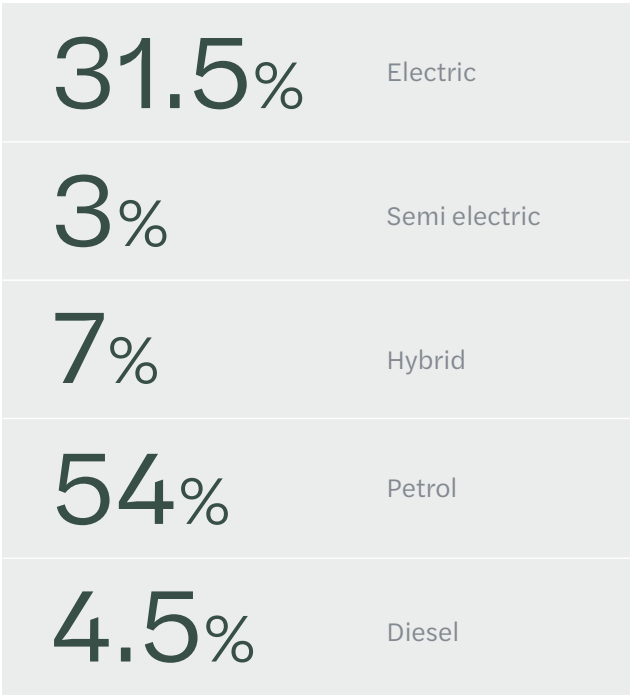
Mobility

Over the past year, we have seen the impact of easing the Covid-19 restrictions on travel movements. Whereas in the previous year 2020 / 2021, we saw a sharp reduction in both commuting and international travel, this has increased again in the past year. In 2021 / 2022, Mazars has developed a mobility policy that suits the needs of how our employees prefer to work as well as keeping in mind the environment by reducing our emissions. Flexibility and minimising our impact on the climate have been the guiding principles in determining Mazars’ new mobility policy. Determining the right mobility policy is an ongoing process in which we continuously adjust the policy to the wishes of our employees and to developments in sustainable travel possibilities to reduce our impact on the climate.

Our leasing fleet causes one of our largest CO₂ emissions. Therefore, since September 2022, all lease vehicles purchased are hybrid or electric. All diesel vehicles still under a lease contract are being phased out at an accelerated pace and at latest by the end of 2024. The majority of the cars in our fleet are still petrol, most of these will have an expiring contract in 2023 and 2024 and will then be replaced by hybrid or electric, to pursue our ambition of being 100% electric or hybrid by 2025. In the coming years, we will continue to adjust our leasing policy based on future developments in more sustainable travelling solutions. To make our fleet more sustainable and thus to accelerate in minimising our impact by reducing our emissions. We have the ambition to completely switch to electric, but this must be feasible in practice given the availability of the electricity network and sufficient charging points.

We encourage the use of public transport and to reduce travel movements of all our employees. In addition to opt for a lease car, colleagues receive a NS business card to use for their commuting. We have flexible home working guidelines, offering our employees the option of not having to travel at all. In addition, one of the conditions for entering into new leases of our premises is that it is easily accessible by public transport.

In the past year, we see an increase in the number of train travel movements. Our colleagues have returned to working more at the office and with clients compared to the previous year. In total 5,893 train journeys were made last year, which resulted in 235,685 kilometres by train. With these trips, colleagues saved a total of 44.78 tCO_{2eq}



(compared to average car kilometres).

In the current year, we are introducing a mobility app that will measure the travel movements of our employees and the CO₂ emission per journey. This information will give us more insights into travel movements and will help us make our mobility policy even more sustainable, where we look at improvements to our lease fleet but also at the travel movements of colleagues who travel by private transport.

Business travel

While we saw a huge drop in the number of international travel movements in the previous year, the ease of the Covid-19 restrictions has also had an impact on the number of international trips in the last year 2021 / 2022. From March 2022, the number of international trips increased. The biggest impact is caused by international flights, and is logically greatest for long-haul flights due to distance. Mazars’ overall ambition is to reduce its climate impact and has committed to a net zero policy. International travel is a significant component of our CO₂ emissions. During this year, the travel movements of a year without Covid-19 measures will be analysed and we will use these insights to draw up an appropriate international travel policy. The aim of this is to reduce our impact on the climate, this means that we will consider and organise making international trips differently. Currently, there is already a strong consideration of whether travel is

Our strategy in action: reducing our negative impact

Acting responsibly

actually necessary and if hybrid is an alternative. With this international travel policy, we want to further shape and formalise this. In principle, we have already drawn up a number of guidelines for this, such as that trips under 500 kilometer do not go by plane, as well as travelling by train when it concerns a short distance.

Year	Number of Flights	Miles	Km	Average	% change
2017 / 2018	1,110	1,033,676	1,663,540	931	
2018 / 2019	1,154	1,137,943	1,831,342	986	10%
2019 / 2020	781	989,195	1,591,955	1,267	-13%
2020 / 2021	18	28,992	46,658	1,611	-97%
2021 / 2022	668	1,013,325	1,630,713	1,517	-11%*

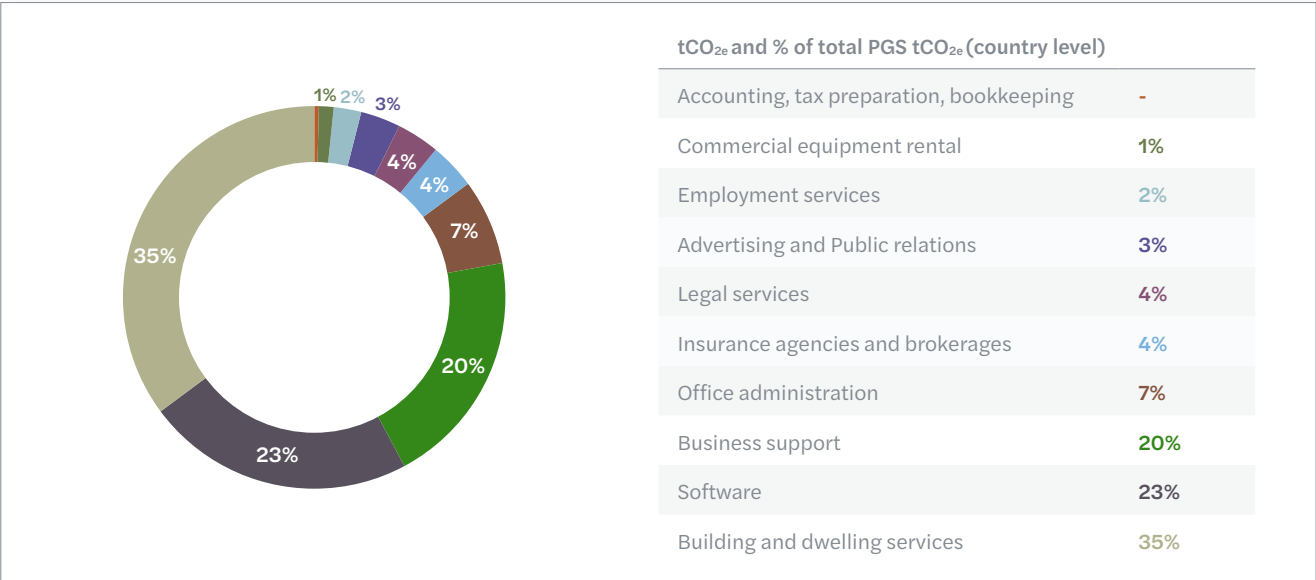
*Compared to 2018 / 2019

Suppliers

Mazars in the Netherlands takes great interest in our behavior towards Environmental, Social and Governance (‘ESG’) aspects within our organisation and beyond. We recognise that in order to gain a better insight of our entire supply chain, the operations of our suppliers are of great importance. Responsibility and integrity being two of our principle 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. 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 supplier code of conduct.

Being aware of our Environmental, Social and Governance impacts makes that we want to be informed on how these topics are dealt with in our entire supply chain. For this reason, our future suppliers will now be asked to fill in our ESG checklist, taking into account their entire supply chain. In the coming period we will review our current suppliers and determine with which suppliers we will continue to work in the future by using this ESG checklist. The checklist, which is an addition to our supplier code of conduct, will help us in ensuring that our suppliers meet certain standards and expectations regarding sustainability and responsible business practices. Furthermore, it will make us better understand our impact and footprint, as well as identifying potential risks and opportunities for collaboration with our suppliers.



Our strategy in action: reducing our negative impact

Sustainable suppliers - Interview

Gispen wants to create surprising and sustainable solutions for their clients office environments. Gispen only supplies products of the highest quality to create solutions that last a long time. Sustainability is the number one priority: Gispen has opted for circular design, manufacturing and entrepreneurship.

Gispen, a subsidiary of Royal Ahrend, focusses on numerous sustainable topics like supply chain transparency, sustainable strategy and due diligence. “One of our sustainable initiatives I’m very proud of is our Circular Hub. In this Circular Hub we have refurbished over 55,000 products last year. A Gispen office chair coming from our Circular Hub equals 4 kilograms of CO2 in comparison to 98 kilograms of a new circular chair.” – **Lisanne Huizing**, Corporate Social Responsibility specialist at Gispen B.V.

Multiple measures are taken to become an even more sustainable organisation, for example: minimising environmental impact by eliminating waste, this is done by optimising their design and production processes as well as making their logistics, packaging and all other business operations more sustainable. Furthermore, Gispen is closing the loop by maintaining, redistributing, repairing, refurbishing and recycling their products, creating awareness by creating a culture that improves the lives and living environments of all its stakeholders, developing circular business models and showing innovative leadership.

“I’ve been working for Gispen for over 34 years. Sustainability is in our genes, it’s in our DNA. We have been reducing our footprint for a lot of years already and I have had the opportunity to work on many great initiatives that contribute to minimising our footprint. At Gispen we carry the slogan: “Sustainable and inspiring design”, and I am proud of that.” – **Charly Jongejans**, Senior Key Account manager at Gispen B.V.

“I have had the opportunity to work on many great initiatives that contribute to minimising our footprint. At Gispen we carry the slogan ‘Sustainable and inspiring design’ and I am proud of that.”

Gispen is a leading innovator in the field of circular design. From product design to return flows, Gispen focusses on reuse and functionality. Involving suppliers in the principles and importance of reuse becomes crucial. In the interview, Charly and Lisanne pointed out the importance of co-creation between Gispen and Mazars. In working together and pursuing our sustainable ambitions together, we can create shared value and minimise the environmental impact of our supply chain.



Our strategy in action: reducing our negative impact

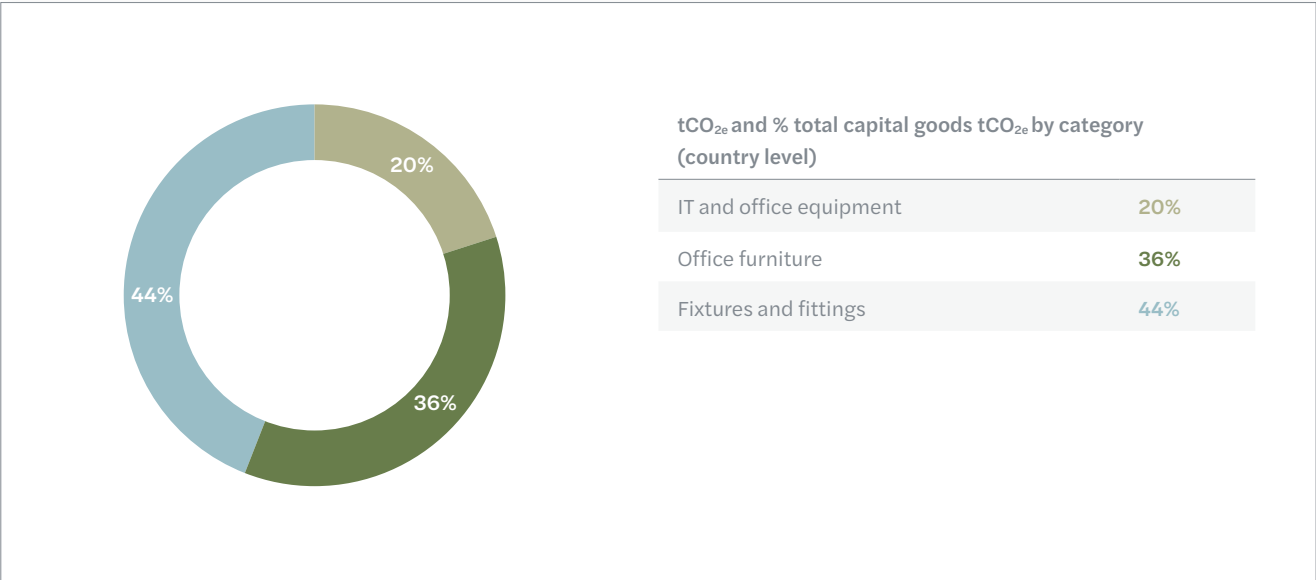
Green IT

Our journey to becoming a sustainable organisation touches upon all departments of our organisation, one of them being IT. In line with our net zero ambition we have recently started to lay focus on our impact based on the IT goods we purchase, use and dispose. For this reason we are currently making efforts to establish a net zero workspace for all Mazarians in the near future.

Green IT refers to the practice of developing, using and disposing computers, servers and associated subsystems – such as headphones and projectors – in an environmentally-friendly manner. This means that Mazars’ goal in the field of Green IT is to minimise the negative impact of technology on the environment by reducing energy consumption and electronic waste, purchasing circular produced or recycled equipment, and with that, minimise our greenhouse gas emissions.

Therefore we are currently mapping our greatest GHG emissions, exploring quick-wins with suppliers, reviewing our purchases and exploring the possibilities of circular and recycled devices. We will keep challenging ourself to make sure that the devices that make up our digital workspace are emission free. To do so we are in continues dialog with our valued suppliers in this field, by collaboration and co-creation.

We aspire to make the transition to a net zero (home) workspace the upcoming years. We do acknowledge our reliance on our suppliers and partners to achieve this goals and will therefore push for co-creation and swift implementation. By doing so, we make sure that we take our responsibility in fighting the climate crisis and commit to future-proof our operations by taking on such an important component in our organisation. It will ensure us that we are prepared for the future in which environmental sustainability will become a key factor in Mazars’ success.



Our strategy in action: reducing our negative impact

Sustainable offices

Offices

A significant part of our scope 1 and 2 emissions come from the consumption of our offices. Our offices are not owned but leased. In coordination with the property managers, we strive to make the buildings more sustainable so that each building has the best possible energy label. 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 offices. In addition, we have implemented control measures at all of our offices to reduce consumption. In which we have adjusted the temperature during the day and during closing time.

For all single tenant properties we have switched to green electricity in the current year. For the multi-tenant properties, we are in consultation with the property managers to see if we can switch to green electricity here as well so that we can commit to RE100. We purchased guarantees of origin for last year’s electricity use.

Waste

Waste has a marginal share within our impact on climate change. Although it is not a material topic, we want to make a positive contribution. On the one hand we will actively reduce the waste in our offices. On the other hand, we will act in 2023 to reduce the percentage of residual waste by 50% in 2024 and even further by 2025. After all, by increasing the recycle percentage we can extend the lifecycle of raw materials.



Our strategy in action: sustainability in our services

Supporting business on their sustainability journey

Pillar: Sustainability services

Materiality topics:

- Sustainability as a service
- Digitalisation and innovation
- Client listening and sustainable growth
- Partnerships

SDGs:

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



In 2022 history was made. November 2022, the European Parliament adopted the Corporate Sustainability Reporting Directive (CSRD). This legislation pushes companies to work towards the goals of the European Green Deal. Companies have to account for their impact on the environment as well as society. This means: reducing the negative impact and increasing the positive impact. All large and listed companies have to report on sustainability, starting with large listed companies via their annual report 2024, followed by large companies over 2025. Small and medium sized listed companies start reporting over 2026, and non-European companies with a market in the EU have to report as of reporting year 2028. We see an increasing pressure on small and medium sized companies from investors and large customers or suppliers in the value chain, to also report on (specific) sustainability matters. In November, the European Financial Reporting Advisory Group (EFRAG) delivered the first European Sustainability Reporting Standards (ESRS) draft to the European Parliament. The ESRS are the foundation for the standardised common language for sustainability-related matters in the EU. The European Commission will adopt this first set of ESRS by the end of June 2023.

The topic of sustainability and sustainability reporting is relatively new and complex. The pressure on our clients to assess their impact and to report on it is high due to the quick action required. Besides, sustainability strategy should be integrated in the regular business strategy. Therefore it is important that we stand by, and are ready to support our clients through all our services.

One multidisciplinary team

Last year, we welcomed another group of young and more experienced sustainability specialists to our team. We have doubled in number. Our colleagues within Mazars Group have also been able to further build up their teams. Within Europe we are now a team of 200 ESG specialists. This enables us to support our clients on sustainability topics such as greenhouse gas emissions, biodiversity, diversity and inclusion, human rights or business conduct. In addition, this multidisciplinary team of specialists provides the opportunity to develop appropriate training for our employees, as well as their efforts in further incorporating the sustainability integrated thinking in all of our services. We always cooperate intensively with our colleagues from other service lines. With this multidisciplinary approach we can support our clients from strategy to reporting in their sustainability journey. Mazars in the Netherlands is, together with France and Germany, and in close collaboration with the United Kingdom, leading the Mazars European CSRD workforce. This workforce gathers knowledge, sets guidelines, and informs and trains colleagues and clients. Some of the deliverables are:

- In-house sustainability training sessions and workshops
- An audio crash course regarding sustainability reporting
- Brochures on EU Taxonomy and CSRD
- Expanding and aligning our audit methodology with working programs and facilitating tools

Our strategy in action: sustainability in our services

Supporting business on their sustainability journey



One global team
Active in 50+ countries



200 ESG specialists
Within European countries



20 ESG specialists
In the Netherlands

Our contribution in public working groups

We continued participating in the ESG Assurance working group of the Royal Netherlands Institute of Chartered Accountants (NBA), we joined the Sustainability Reporting working group of the Dutch Accounting Standards Board (DASB) and the specific committee of the DASB for financial institutions.

Developments

The CSRD still has to be trans positioned into national law. A few options are given to countries on the implementation, for example the parties that will be allowed to give assurance on the sustainability information. Countries can also choose to broaden the scope of the mandatory reporting. The Dutch government is still working on this trans positioning and is discussing if the scope should be broadened. This scope will impact the needed capacity on sustainability experts within Mazars.

The ESRS include five environmental, four social and one governance standards. These standards are applicable for all companies in scope of the CSRD. In order to complete the EU sustainability reporting framework, the following standards are planned for release in due course:

- Sector-specific standards
- For listed SMEs
- Non-EU company
- Voluntary guidance for unlisted SMEs

We have to work together to achieve a sustainable economy

The climate is changing, biodiversity is declining and we are polluting the earth more than the earth can regenerate. Besides, more and more people are not able to connect to the economic growth. Leading to increasing (financial) inequality. We cannot continue the path we are on. We have to restore the balance with nature and within our society and act as one humankind.

To change the tide, business models have to change. They have to become sustainable. Business strategies have to focus on lowering the negative impact on nature and society, and change it into a positive impact. A sustainable mindset has to be part of the decision making, integrated thinking.

Besides turning our own activities into a positive impact, we can make the most impact through our services and through our clients. Mazars therefore set up a strategy to implement that integrated thinking with our financial specialists, and to support our specialists on complex sustainability topics by our sustainability experts. A sustainability mindset needs to be integrated with the financial perspective. Only then we can support and advice our clients effective and multiply a positive impact.

– Danny Janssen, Director Sustainability



Our strategy in action: sustainability in our services

Our Sustainability serviceline

On 1 September 2022 Mazars launched the Sustainability service line. Mazars has a strong focus on the development of services that are related to sustainability. We are moving forward to further invest in our people and the organisation, and are currently fully equipped to support our clients in their sustainability journey.

Our philosophy is that sustainability is an integral part of a company’s strategy. This means that we work as one multidisciplinary sustainability team together with colleagues of all the other service lines. We contribute to the development of our services in the following ways.

Developing our teams

- We can proudly say that we now have sustainability experts covering most of the ESRS topics, from climate change, biodiversity and circular economy to human rights and social impact assessment.
- We trust in the power of diversity; our teams therefore consist of a mix of university graduates with the latest theoretical insights and older colleagues who have gained a lot of hands-on sustainability experience in business.
- We believe that all our colleagues can and should contribute to sustainable development. Therefore we are setting up a training strategy for our sustainability experts to be able to support other experts in the field of audit and assurance, accounting and advice, internal audit, financial advisory or tax.
- Due to the integrated firm structure of Mazars we can work as one team at a national and international level. We for example work on joined engagements with experts from different Mazars countries.

Supporting our clients

At Mazars we defined the following steps in the journey for clients in working towards a sustainable business strategy. We can support our clients on one or more of these steps and give a few examples below.



- **Materiality assessment** – This is the starting point for clients to determine their strategy and their reporting, the materiality assessment will determine what topics are material and thus of high importance for the company. We refined our methodology on performing materiality assessments for our clients, by focusing on double materiality.
- **CSRD GAP analysis** – After material topics are defined it is important for companies to understand the gap between current sustainability strategy and reporting and the requirements of the CSRD. Our sustainability reporting consultants perform these assessments together with our colleagues from the assurance team. This way we also challenge clients on the supportive documentation for statements and claims in the current reporting.
- **ESG risk assessment** – In risk assessments it is important to provide clients with subject matter knowledge on sustainability topics. Our risk assessments are performed by our risk consultants. We ask our experts on CO₂, biodiversity or human rights – depending on the business of the client – to participate to support discussions with the client and to challenge assumptions of the client.

Working together

Besides providing specific sustainability services such as a materiality assessment, our ESG subject matter experts will support colleagues in other services lines and form multidisciplinary teams. We have the following examples where this is applicable:

- Creating the organisational structure that all service lines can incorporate sustainability in their services and can call in the support of sustainability subject matter experts where applicable.
- Together with our outsourcing department and our Digital transformation team, our CO₂ and waste specialists are developing services for automated data collection from the value chain.

Our strategy in action: sustainability in our services

Sustainability assurance

We talked about changing a company’s strategy into a sustainable strategy. That it is important to organise performance management to achieve the companies underlying goals, and to report to inform stakeholders. To trust this information for decision making by external parties, reliability is important. The European Union acknowledges this and requires that assurance is needed from an independent assurance provider.

Within audit and assurance, we have the Sustainability assurance services (SAS) team. This team is part of a broader sustainability team within Mazars. The SAS team, which we are still expanding, contributes to the development of our services in the following ways.

Developing our teams

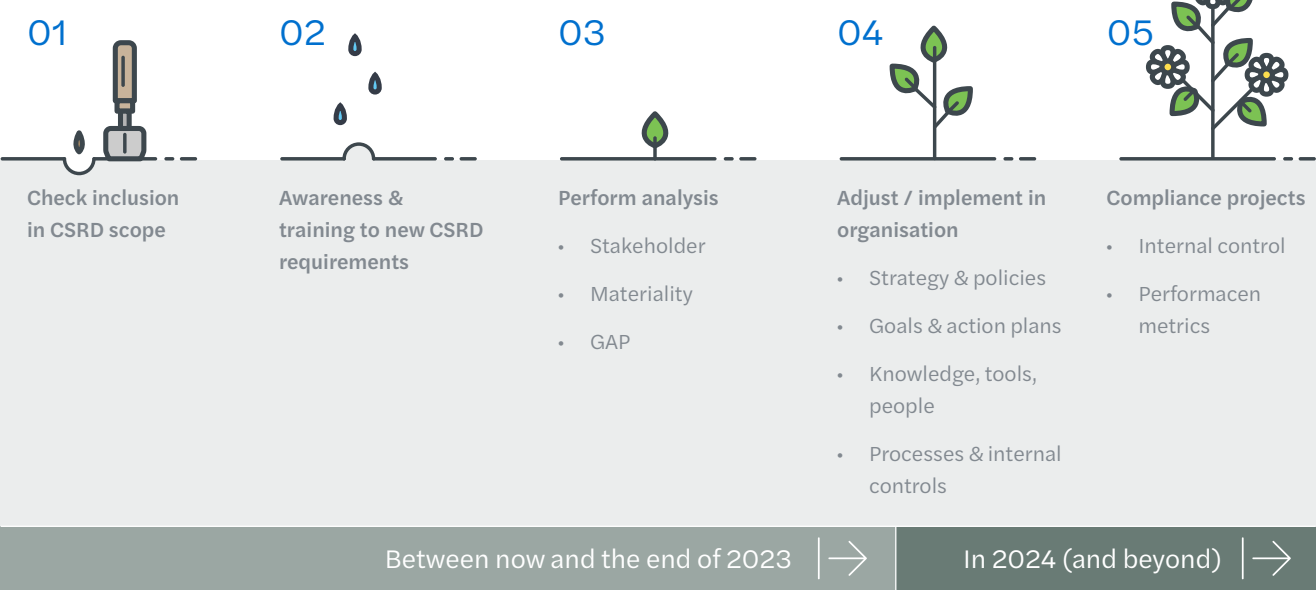
Training our financial audit teams on sustainability and sustainability reporting (taking into account the required training hours set by Mazars and by the NBA).

Setting up a long term training programme for our financial auditors, and the auditors that will be involved in future sustainability assurance to meet the sustainability accreditations that will come up.

Supporting our clients

- Further focus on the impact of sustainability related subjects on financial audits via developing policies and guidance, updating work programmes to assess possible impact and supporting audit teams with assessing working papers and/or reviewing disclosures on non-financial information.
- Continue to inform and activate clients by round tables, workshops, participating and closing meetings, and practical guidance.
- Our Audit & assurance teams together with our CO₂ experts work on CO₂ assurance engagements.

Prepare for CSRD compliance...



Working together

- Further embedding sustainability in our quality assurance systems (e.g. redefine the client acceptance policy).
- Contributing with Mazars Group e.g. on updating our Sustainability Audit Methodology (SAM).

Our strategy in action: sustainability in our services

Sustainability reporting

Sustainability reporting: an instrument to achieve sustainable value creation

With the new European sustainability legislation, we at Mazars think it is important to contribute to shaping regulations and standards that are emerging at a rapid pace. I am currently part of the DASB working group Sustainability Reporting, where I provide feedback from a Dutch perspective on the draft ESRS.

The goal of the European Union is transparent, comparable and reliable sustainability reporting, to push the transition into a sustainable economy by 2050. Reporting will result in adequate disclosures of the sustainability risks and opportunities companies face, including the impact on society. Despite the large impact of the reporting standards, we must not forget that it is a tool to achieve the goal of a sustainable economy and certainly not a ‘tick-the-box’ exercise.

Sustainability must be integrated with existing financial processes to allow for the transition to a sustainable economy. In order to meet the needs today, without preventing future generations from meeting their needs. ‘Sustainable economy’ is not a buzzword, but a requirement for businesses to ensure continuity in the long run.

With the European goals in mind, my feedback on the ESRS is meant to help build the ESRS in such a way that actually allows companies to embed the sustainability reporting in the organisation and to make implementation feasible for SMEs indirectly involved as a partner in the value chain of larger companies. Focus on the sustainability targets and preventing additional disclosures that do not contribute to the needs of users. I am proud to contribute to shape the regulation and look forward to working with the companies on the challenges ahead.

The ESRS are still comprehensive and complex. The needed changes in strategy, governance, organisation, tooling and data collection cannot be achieved overnight, but there is no time to lose and first time right implementation is essential. I hope that the CSRD and ESRS set the wheels in motion to achieve the objectives as indicated in the European Green Deal. Movement is also important to remain relevant for society, for future generations and as a consequence stay relevant for stakeholders.

– **Loretta van der Vijgh**, Senior Manager
Audit & Assurance

Our strategy in action: sustainability in our services

Sustainability in Accounting and outsourcing

Accountancy and outsourcing

In the past year we noticed that clients have increased awareness and give priority in their strategic considerations for sustainability. They proactively ask our support or our vision on this topic. These discussions as well as the recent developments in the regulation have instigated us to describe how we can best serve our clients with our service offerings.

Global compliance

Within Global compliance we noticed that there is an opportunity to support clients in reliably collecting required data, data modelling and data visualisation. All this in order to provide insights into the increasing ESG information needs that arise for companies who will soon have to comply with the CSRD reporting obligations. There is also an increasing need for support on sustainability reporting issues.

Accountancy and advice / Mazars Next

We expect an increasing demand from our clients for support in redesigning business processes, in making business cases, in applying for grants and special loans and in ensuring the correct reports. This is directly or indirectly prompted by the new regulations on sustainability and questions on measurement systems, CO₂ emissions, circular production, but also on ESG and the SDGs.

We make sure that our accountants and advisors are and remain up-to-date with the latest developments and can thus support our clients. We continuously develop concrete services offerings and training courses on sustainability to help our teams. This will allow them to integrate this into their existing service offerings, with the aim of supporting clients in their sustainability transition.



SMEs and Family businesses

In the SME market we notice that entrepreneurs need to give strategic direction and share information on developments from the market in which they operate. Main reasons are often the acquisition of a competitive advantage (for example by complying with regulations of important customers, suppliers or other interested parties), investment issues and financing issues. In addition, we see that, partly prompted by rising energy prices, topics in the field of sustainability and reduction / renewal of energy have become higher on the agenda of energy-intensive companies and organisations with a building under their own management. Gaining insight into the financial consequences as well as calculating and supporting investment plans is currently the highest priority. Family businesses and SMEs highly value information and guidance given by their accountant or advisor.

Our strategy in action: sustainability in our services

Sustainability in other services

Financial advisory

ESG due diligence is becoming increasingly important in M&A transactions as sustainability impacts the risks, returns and valuation of investments. The importance of sustainability in today’s business climate is increasingly acknowledged by our Financial advisory clients and relations. In the M&A market, both private equity firms and strategic buyers feel the urge to integrate sustainability into the overall strategy and the way of doing business. Stakeholders, from investors, financiers, employees and customers have increased their focus on the ESG framework including the ESRD.

Before making an acquisition by either private equity or strategic buyers, it is imperative for our clients to gain a clear understanding of the sustainability practices of the target company. There is a common understanding in the M&A market that companies with strong ESG practices contribute to a greater long-term return on investment. In this context, ESG due diligence is becoming increasingly important for companies doing acquisitions, as it provides insight where the target company is on the journey to full sustainability implementation and reporting, as well as further areas to improve (i.e. creating sustainability action plans to address risks and capitalise on opportunities). This will help our clients take ownership of their sustainability journey and identify relevant sustainability performance metrics to communicate performance at a fund or portfolio company level, working towards a matured ESG company. For private equity this is increasingly important to ensure an optimal deal value at the exit.

Our Financial advisory experts collaborate closely together with the sustainability, legal and assurance teams to provide a broad range of sustainability related services, including an ESG due diligence assessment, providing insight into the sustainability maturity of the proposed investment.

Risk consulting

On 1 September 2022 the Governance, Risk, Compliance & Sustainability practice was renamed Risk consulting after disintegration of the sustainability team and creating a separate service line. Both teams continue to work closely together as their combined competences are required for several engagements to support our clients on their sustainability journey. Although the sustainability domain is relevant for all our risk services, from governance, risk management to compliance, we

have first put action on enriching our internal audit services on sustainability. This in close cooperation with the sustainability team as subject matter experts on environmental and social domains.

Key actions and developments:

- A global internal audit offering is established with sustainability as one of the key focus areas for growing our services and entering into more co-sourcing partnerships. The offering was created in close cooperation with one of the Dutch partners and team.
- As part of ‘internal audit for good’, Mazars has prepared an article covering the role of the internal auditor on sustainability which is published in the professional magazine of the Institute of Internal Auditors (IIA).
- As partner IIA we have organised two roundtable session (FS and non-FS) with internal auditors to discuss the IIA research paper ‘Risk in Focus 2023’ with a focus on sustainability related risks, like climate change. This research paper is a key reference for heads of Internal Audit and their stakeholders to prepare and approve the 2023 internal audit plans.
- For clients where the internal audit function is outsourced to Mazars, we have performed risk assessments and engaged with stakeholders to prepare 2023 internal audit plans. For several clients ESG / sustainability audits are covered in the approved plans.
- As part of our recurrent internal audit outsourcing and co-sourcing engagements we have started to perform or contribute to internal audits in the ESG / sustainability domain.

Our strategy in action: sustainability in our services

Sustainability in other services

Tax

We see many developments that will put tax in the focus of sustainability of every company regardless of its size. Whether it is about SMEs or large multinationals tax transparency and mandatory or voluntary tax reporting is now more than ever on the agenda of tax directors and boards.

Carbon Border Adjustment Mechanism (CBAM)

One of the important developments is the introduction CBAM. The European Commission recognised the fact that some non-EU countries may have less stringent environmental and climate policies, and could trigger a high risk of carbon leakage. Companies based in the EU could relocate carbon-intensive production abroad to take advantage of these lower standards. Alternatively, EU carbon-neutral products could be replaced by more carbon-intensive imports. Such carbon leakage could shift emissions outside Europe and thereby seriously undermine the EU’s climate efforts.

CBAM offers the solution and will equalise the price of carbon between EU-sourced products and non-EU imports, helping to ensure that the EU’s climate goals are not undermined by shifting production to countries with less ambitious environmental policies. It is also intended to encourage industries outside the EU and other international partners to take steps in the same direction.

The importance of ‘green taxes’ such as CBAM is rising. Tax teams will need to shift their focus to account for green taxes and increasing ESG reporting requirements. With regard to CBAM, the main points of attention for organisations will be intra-company pricing, ensuring an adequate view of customs

legislation in terms of CN codes and rules of origin, and the choice of the applicable transfer pricing method in case of raw material imports in the context of CBAM. It is critical that organisations address these issues now and review their supply chain to ensure they are fully CBAM ready from October 2023.

Tax transparency

The focus of the European Commission on anti-tax avoidance measures brings many mandatory tax transparency requirements, such as Public Country-by-Country Reporting (CbCR), that will require the EU-based MNEs and non-EU based MNEs operating in the EU through a branch or subsidiary with total consolidated revenue of more than EUR 750 million in each of the last two consecutive financial years must disclose publicly the income taxes paid and other tax related information. The first information reported will be from tax year that start on or after June 2024. Already effective the Sixth Amendment on the Directive of Administrative Cooperation (DAC6) requires reporting to the EU member states tax authorities about the tax positions in situations where they consist of certain hallmarks that might indicate existence of a tax avoidance.

At last, next to the above explained mandatory reporting requirement, there are lot of voluntary ESG transparency initiatives that need tax directors and boards attention in order to help them to understand how tax can be an ESG metric and eventually be reported. To name a few: the OECD Guidance for Multinationals, B-team Tax Principles, NOB Tax Principles and GRI 207 Reporting Standard. So far, the GRI 207 is the only tax reporting standard which is effective for reports on or after 1 January 2021 and provides guidance when company wishes to report on: management approach in relation to tax, and to report its revenue, tax, and business activities on a country-by-country basis.

The most recent development in the Netherlands is the VNO-NCW (The Confederation of Netherlands Industry and Employers) publication of ‘Tax Governance Code’ which follows the above mentioned tax reporting standards. The focus of this code lies in the consideration that taxes paid by companies are not a cost factor only and on the commitment to comply with the letter, the intent and the spirit of the tax legislation. Until today, many large Dutch companies joined the initiative by signing the VNO-NCW ‘Tax Governance Code’.



Our strategy in action: sustainability in our services

Innovation and digitalisation

Innovation is currently operating at the heart of the One24 strategy and operations of Mazars. Although innovation has always been part of Mazars’ culture, it required more structure, communication and support to unleash all the good ideas that are in the organisation and facilitate them to realisation. The Innovation team has set up an organisation and structure to funnel the process from idea to execution, focusing on increasing the number of projects and continuously scaling up our innovation maturity. The assessment of ideas and bringing them to life is supported by a business plan per innovation that clearly shows and monitors the alignment with our strategy.

The engagement and involvement with all our Mazarians has been enhanced by launching a cultural change programme. The goal of that programme is to make innovation a top priority in our organisation. As a result, a number of projects have been initiated, supported and launched. Our Innovation team and ambassadors worked closely together on these projects and also exchanged knowledge on existing solutions to increase adoption of tools. Our ambassadors which are located in each service line and office are a key success factor for our innovative culture.

Most projects have had a specific focus on supporting our audit and assurance, tax and compliance services, driving high quality and more efficiency in the way we work. All stakeholders benefit. Also, innovation projects focused on new required insight and reporting especially in the ESG domain are being delivered. An ESG app for our clients and ourselves to measure and report on CO₂ footprint is a perfect example of this.

The need to work on a secure, easy to use and integrated digital platform to exchange data becomes more and more important. Our teams initiated a number of digital solutions where they work side by side with both our local and global IT. As Mazars is part on an integrated partnership we can easily connect, exchange and work together on these projects with Mazarians in other countries. Our partnership and innovation culture fits in our purposeful and sustainable organisation model.

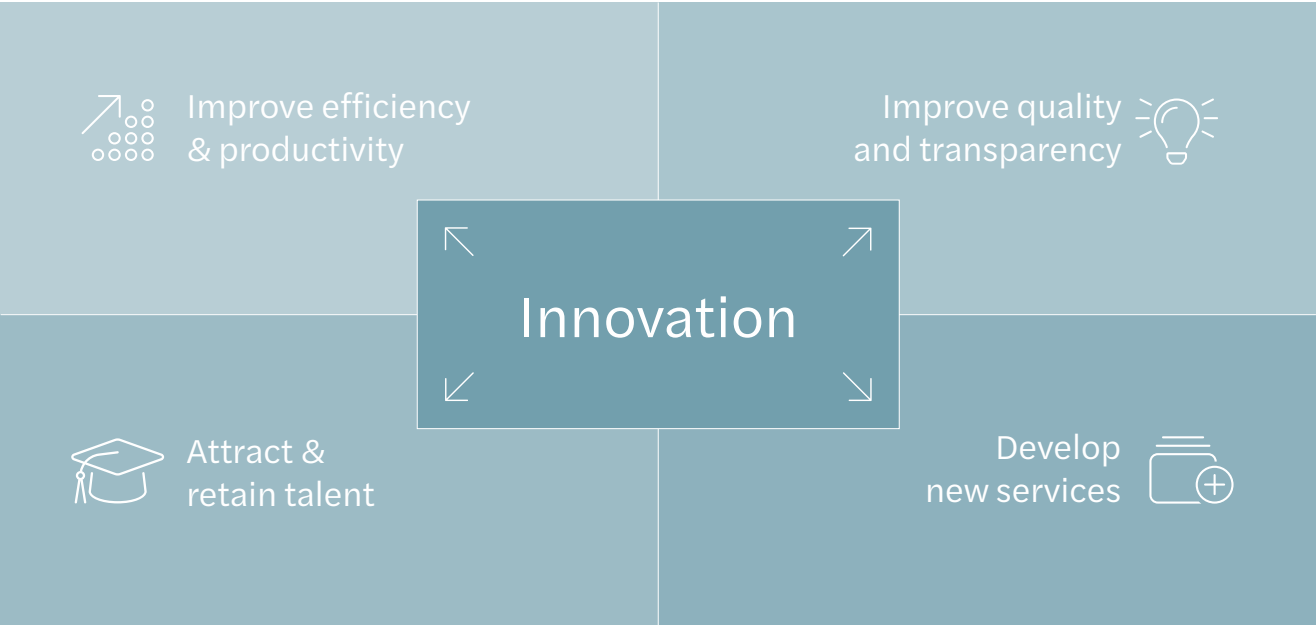
In the beginning of 2023, we opened our Innovation Lab in the Rotterdam office. In this lab we showcase our digital solutions, our projects and way of working to Mazarians, prospects and clients. The lab will be connected to innovation labs in other Mazars countries, supporting our main goal to get innovation at the heart of our organisation and in de minds of our teams.

Our strategy in action: sustainability in our services

Innovation and digitalisation

ESG app

One of the major challenges for our clients lies at the intersection of digitisation and sustainability. To report on non-financial information, ESG (Environmental, Social, Governance) data must be reliably and accurately extracted from systems. To support clients with this challenge, colleagues from Digital transformation & IT consulting and Sustainability, with support from the Innovation board, have been working on the development of an application in recent months; the ESG app. To test this first version already, Mazars in the Netherlands itself is our first launching client.



Our strategy in action: sustainability in our services

Sustaining our growth by doing BusinessForGood

We approach every piece of work with independence, accountability and a social conscience.

This is one of the key drivers that reflects how we operate as a firm and on which markets we focus. Following our strategic purpose of becoming the Go-to firm, we are continuously working on structured business development in sustainable markets. Our business development policy is based on building and enlarging our track record in the defined markets by evolving our expertise and though leadership position. The markets that we are focusing on have been carefully selected on basis of a set of criteria. One of the criteria was the contribution to BusinessForGood. A few examples of our focus markets and their contribution to BusinessForGood:

- **Charity, culture, interest groups:** A large part of our clients has a ANBI status (Algemeen Nut Beogende Instelling). This so-called ANBI status is reserved for non-profit institutions that focus 90% of their efforts on the common good. ANBI's yearly have to account for their performances. We have an ANBI helpdesk in place and we have developed an ANBI-checklist to support our clients.

- **Family businesses:** The characteristics of family businesses display inherently a sustainability aspect. In general family businesses are focused on the long term, the next generation and continuity as key drivers. We have developed Optimize, being a tool for strategic business planning and the Family Charter, a document in which a family can record agreements regarding the family business.
- **Asset management & banking:** Sustainable finance is a key topic in the asset management & banking sector. This highly regulated market has an exemplary role in sustainability and transparency. In cooperation with OMFIF, Mazars has developed the sustainable finance policy tracker. This online tool is intended to be the 'go-to' resource for financial institutions to monitor the activities of central banks and regulators on sustainability.
- **Technology, media & telecom:** The TMT market is pre-eminently a market at the forefront of technology and sustainability. We have a partnership with the agency Leap.

Our strategy in action: stakeholder engagement

Client listening and stakeholder dialogue

As part of our intrinsic motivation to strive for the best possible quality of services and an open dialogue with all our stakeholders we actively ask for feedback and we touch base where we can on other topics and developments, such as for instance innovation of service offerings and general public opinion. Technical excellence in all client engagements, transparency in the daily operations with our clients, in terms of deliverables and pricing, and quality of services is of course top on our agenda. In order to validate expectations and to get an insight into our performance we yearly conduct a client satisfaction survey based on the Net Promoter Score methodology. The set up for the survey is fully aligned with the global strategy for measuring client satisfaction and is conducted as such in all Mazars countries. The results for the Netherlands are evaluated by the Executive Board, the Business team and the management teams of the different service lines.

We are currently shifting systematically toward more detailed survey analyses based on service offerings and for example specific sectors / markets. We are fully conscious of the fact that effective client listening goes beyond asking questions and running surveys. It is a culture driven desire to understand client's motives, needs and perspectives. A desire to see things from a client and stakeholder perspective. Client listening for us is looking forward with insights from the past. Allowing us to look at future needs and expectations to improve at a daily basis and in our daily work. And it goes without saying that this covers our need to seek feedback and interact with all our stakeholders. We are indeed a learning organisation and this is the only way to move forward and to help our teams in their development, their work for clients and their interaction with stakeholders.



Our strategy in action: stakeholder engagement

Client interview IDH

One of our valued clients, whom we share sustainable ambitions and visions with, is IDH. IDH convenes, co-creates and co-finance inclusive and sustainable market-driven solutions that create value for people and planet. To catalyse change at scale, IDH empowers people within businesses, the global financial sector and governments. IDH puts people, planet and progress at the heart of markets.

Because the markets Mazars is focusing on are carefully selected on the basis of a set of criteria, one of them being the contribution to BusinessForGood, IDH is an important stakeholder to Mazars. As a learning organisation we want to pursue sustainable growth, which can only be achieved if you have continuous dialog with your stakeholders. For this reason, an interview was held with **Lizet Friesen** - Leibbrandt, Chief Financial Officer at IDH.

As Mazars we think it is important to know what our clients expect from us as an organisation in the ongoing sustainable transition. Lizet stated that one of those things is creating awareness on the importance of sustainability among all clients. Lizet explained how it is important that we provide businesses substantive and up-to-date information on current sustainability topics and changes within the field, for example regarding the upcoming CSRD. We have to make sure that we encourage the organisations we work for to prepare for changes, and if possible, be a frontrunner in making sustainable change. Another important takeout from the interview is to take another look at how we, as an organisation give back to society. We already give back to society by multiple initiatives, as described in this report. However, Lizet explained there are ways to do this with our key capability; knowledge. For example by supporting SME's in Africa with technical assistance for meeting the requirements in applying for bank loans or having access to investors' capital. After all, climate change is a problem mostly created by the developed countries, and from which the most vulnerable suffer the most. By doing so, Mazars can contribute even more broadly and internationally to a better world. We will discover our possibilities the upcoming year.

“At IDH we aim for the ripple effect by collaborating with 1000+ partners, one small change in business practices or improved sector governance has effect far up the value chain. This ripple effect is also visible in our logo.”

“At IDH we think it is important that the organisations we work with serve all their stakeholders equally, not prioritising shareholders' interests. We like to see our partners invest in younger talents and make sure that the people that work for you have a mindset aligned with the purpose of the organisation. We also want our partners to be critical when it comes to their environmental impact; is it necessary to fly to a certain destination with three people or will an online call or one person flying in be enough? After all we all have to play our part and do it together.”



Our strategy in action: sustainable partnerships

Long-term collective action

Now more than ever, we see the importance of valuable and sustainable partnerships to strengthen our efforts to achieve our strategic and sustainable ambitions. This touches several important aspects of our organisation. Strengthening the public role we fulfil and ensuring that we can attract and train people now and in the future so that we can continue to fulfil this role. Partnerships to increase our social impact on society and reduce our negative impact on the environment. By working together, we can accelerate the challenging sustainability transition that many organisations are currently facing and ensure that we are all successful.

The partnership we have with Avans University of Applied Sciences is a great example of how we as Mazars invest and play a role in developing our profession and educating future talent. In line with SDG number 17, Partnership for the goals, Mazars, along with four other accountancy firms, and Avans have signed a covenant for intensified cooperation between our organisations and students of Avans. The goal of this collaboration is to strengthen each other and to train students even more broadly for the field they will be operating in. This partnership perfectly matches the slogan of this year's Education Day: The future of tomorrow is in today's classroom.

On 10 November 2022, the covenant was signed at the Avans event. Ivar Brouwer, Senior Manager Audit & Assurance and market leader in education for Mazars in the Netherlands, was present and explains how Mazars will cooperate with Avans on the full breadth. The covenant is an important step in a competitive industry, with which Mazars and other firms want to join forces against the shortages in the labour market.

The Avans event also focused on sustainability and as part of this sustainability theme a group of students visited several accounting firms to give a presentation on the topic. At Mazars and Avans we are aware that sustainability broadens the accounting profession, it affects the services we offer. Sustainability is also about other aspects such as thinking and acting with integrity, moreover sustainability and social involvement are playing an increasingly important role in our profession. At Mazars, we look forward to expanding this partnership and educating tomorrow's accountants together with Avans.



“Students of Avans University of Applied Sciences will get a broader view on the field of work through this cooperation, both coming from different clients and of the variation between issues. Because Mazars can now contribute to the curriculum, we can incorporate current developments directly into the programme. This enables the students to get the most relevant education and our organisation gets good and broadly trained professionals: a win-win situation!” – **Ivar Brouwer** Senior Manager Audit & Assurance

Shaping the future

Our sustainable path forward

Our strategic pillars: Integrity & responsibility, People, Sustainability services, Community Involvement and Climate & environment serve as clear guidance in our sustainable transition. Looking back on the progress we made and looking forward on those actions that are yet to be taken is challenging yet encouraging.

Considering the core of our organisations business, Integrity & responsibility will always be an important and highly material topic for us. The challenges we face in keeping our high-quality standards while becoming more sustainable in everything we do is a continuous journey that requires the progressive mindset that we, Mazarians, share. Speaking of our people, we cannot highlight the importance of our people enough. Without them, there is no Mazars, without them, we will not be able to deliver the high-quality work we do year after year. We pursue a work environment for everyone, where everyone is included and where everyone feels like they belong here. Inclusion equity and diversity will therefore be at the core of our organisation. Mazars is a learning organisation, and by ensuring diversity and inclusion we will continue to be this.

The strategic pillar Climate & environment holds a lot of compelling challenges and actions in the future. We believe that the impact we can make in this field can and will be ascending continuously the upcoming years. We are convinced that Mazars is ready to take responsibility. To show that we are willing to do our part, we have signed the Science Based Targets Initiative (SBTi) and committed to becoming net zero. This will be a learning process where we will face several challenges. Challenges will for example be found in biodiversity issues, the nature or our business will sometimes ask for creative solutions in addressing climate related topics.



Shaping the future

Our sustainable path forward

In terms of Community involvement we acknowledge the important part we play in the sustainable transition as a knowledge institution. We feel that, because of the great amount of internal knowledge we have on specific topics, we owe it to society to share this knowledge. Especially in communities and places where inequality may occur and the need for this knowledge is the highest, we believe that it is our responsibility to help and develop (local) communities. We are aware that Mazars is capable of establishing long-term partnerships to make joint impact and therefore strive towards the establishment of these meaningful partnerships to make the world a better place for everyone.

In terms of our sustainability services, we are expecting a huge paradigm shift in the field and among companies. While we think that legislation and reporting directives are huge drivers in this paradigm shift, personal views on (climate) action by employees will push companies to adopt a sustainable strategy and encourage integrated thinking. This asks for further development of our services, readiness to guide our clients in their sustainable journeys and most important, challenge our clients and partners to be the best sustainable version of themselves.

Pursuing and growing with purpose to be MazarsForGood is a journey that should go hand in hand with all our stakeholders. We believe that our sustainable path forward isn't an individual journey. Considering the border crossing scale of the climate crisis and worldwide need of implementing, for example, the Sustainable Development Goals, we simply cannot see our journey as our own. To accelerate the sustainable transition, we must work together and co-create with partners and other organisations. It truly requires joint efforts which asks for trust and long-term partnerships in knowledge sharing, offering support to those who most needed and taking our responsibility. At Mazars, and with this sustainability report, we aim to show that we are ready to take collective action, for current and future generations to come.



Daphne Hendriks
Corporate Sustainability Officer



Emma Bloem
Corporate sustainability team

Appendices



GHG Inventory Methodology

Mazars’ organisational structure and business context

Mazars is an international audit, tax and advisory firm committed to helping its clients grow their businesses confidently and responsibly. Present in over 95 countries, Mazars has been organised as a global, integrated partnership. All members of Mazars’ integrated partnership are member entities of Mazars SC (hereafter, Mazars), a cooperative company incorporated in Brussels, Belgium, through a cooperation agreement setting out the terms of the relationship. Each country-level member of Mazars’ integrated partnership has one or more separate legal entities and is a member entity of Mazars. Mazars is therefore a global partnership, not a single firm, or a multinational corporation. Mazars is the brand under which the member firms of Mazars operate and provide professional services. Further information about the structure of Mazars is available on our Group Transparency Report.

This section outlines the approach that was used by Mazars Group in collecting data from individual member firms like Mazars in the Netherlands. For a more comprehensive overview of our methodology we refer to the sustainability report of Mazars Group.

Reporting standards

The quantification and reporting of our GHG emissions has been undertaken according to the Greenhouse Gas Protocol (GHG Protocol), Corporate Accounting Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting

Standard, developed through a partnership between the World Resources Institute and the World Business Council for Sustainable Development.

All our member firms adhere to the internationally recognised GHG Protocol standards, ensuring that our GHG inventory is in line with environmental accounting best practice. Accordingly, our GHG accounting approach as well as environmental data management and reporting processes use consistent methodologies that are strictly guided by the GHG Protocol principles of relevance, completeness, consistency, transparency, and accuracy. By adhering to these principles, we commit to ensure that our GHG inventory constitutes a true representation of our GHG emissions by including all emission sources and activities within our inventory boundary, whilst disclosing relevant exclusions and sources of uncertainty, including assumptions and estimations, through a factual and transparent approach.

These principles have guided us in the implementation of the GHG Protocol Corporate Standard, particularly when the application of the standards to specific issues or situations was ambiguous.

Mazars’ inventory boundary

The combination of our organisational and operational boundaries constitutes our inventory boundary.

Mazars’ organisational boundaries

Our GHG inventory covers the upstream and downstream value chain of all member firms that were part of Mazars’ integrated partnership during the timeframe of the financial year 2021 / 2022.

We have adopted an operational control approach to determine the organisational boundaries of our GHG inventory, meaning that we account for and report on all GHG emissions from operations over which Mazars has the authority to introduce and implement operating policies. Any organisation that trades under the Mazars brand and adheres to the terms laid out in its cooperation agreement is included within the organisational boundary.

This approach supports a consolidation of the financial and non-financial data of our member firms by global integration, thus corresponding to the results presented in the 2021 / 2022 Financial statements.

Estimations were made to close data gaps. Through the use of proxy units (office floor space and number of employees) and relevant assumptions, the emissions of electricity consumption, waste disposal, and water supply and treatment were estimated. Furthermore, the spend data from purchased goods and services and capital goods was included in our GHG inventory, as it was extracted from our Group financial consolidation and reporting system. For further information on Mazars’ organisational boundaries we refer to the methodology of Mazars’ Group sustainability report.

Mazars’ operational boundaries

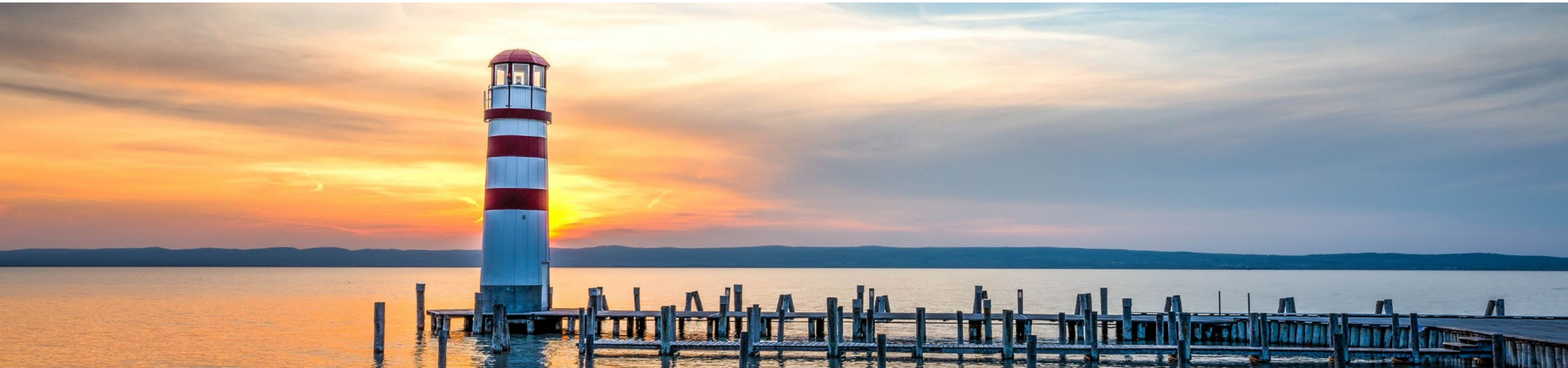
Our GHG inventory is based on scopes 1, 2 and 3 of the GHG Protocol and reflects the accounting of the seven greenhouse gases covered by the Kyoto Protocol — carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃). The data is presented in carbon dioxide equivalent, other gases being converted based on their global warming potential.

The sources of direct and indirect emissions that have been included within our operational boundary are presented below.

Scope 1 direct emissions

This includes direct GHG emissions from sources that are owned or controlled by Mazars.

- Stationary combustion: combustion of fuels in stationary sources, including natural gas, diesel, petrol, liquified petroleum gas, and lubricants used for heating, cooking, and electricity generation in Mazars’ premises.
- Mobile combustion: combustion of fuels in Mazars’ owned or controlled mobile combustion sources, including all fuels consumed by our vehicle fleet of cars, vans and motorcycles.
- Fugitive emissions: hydrofluorocarbon emissions resulting from the use of refrigeration and air conditioning equipment used for cooling in Mazars’ premises.



Scope 2 indirect emissions

This includes indirect emissions from the purchase of electricity, heating and cooling that is consumed in Mazars’ premises or by its vehicle fleet.

- Electricity consumption in stationary and mobile sources (electric vehicles)
- Consumption of heating and cooling systems

Scope 3 indirect emissions

This includes indirect emissions from sources not owned or controlled by Mazars.

- Purchased goods and services
- Capital goods
- Fuel-and-energy-related activities not included in scope 1 and scope 2 (upstream emissions from extraction, refining, enrichment, and transportation of energy fuels used in the generation of electricity and heating used in Mazars’ premises and of fuel used for Mazars’ owned vehicles, for business travel, and for employee commuting, as well as transmission and distribution losses from electricity)
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Homeworking

The sources of emissions that have been excluded from our operational boundary and the pertinent reasons for exclusion are presented below.

Scope 3 indirect emissions

- **Upstream leased assets:** fuel and energy consumption emissions as well as fugitive emissions from the operation of assets leased by Mazars (buildings and vehicles) are included under scopes 1 and 2 of our GHG inventory.
- **Downstream transportation and distribution:** Mazars is a professional services firm. We do not sell products but rather services, which do not require transportation and distribution.
- **Processing of sold products:** Mazars is a professional services firm. We do not sell products but rather services, so we do not generate emissions from the processing of sold intermediate products.



- **Use of sold products:** Mazars is a professional services firm; we do not sell products but rather services. While the services we sell do not consume a significant amount of energy or fuel, nor do they produce a significant amount of refrigerant leakage, we are committed to better understanding the emissions associated with the use of our services. These include direct use-phase emissions and indirect use-phase emissions. We also seek to better understand the emissions savings that may result from the use of our services. This is however a relatively new category within the professional service industry, and we recognise that it will be a challenging task to measure the associated emissions.
- **End-of-life treatment of sold products:** Mazars is a professional services firm; we do not sell products but rather services. While the services we sell do not directly produce waste, we understand that they may do so indirectly. This may include paper waste from the provision of relevant documentation or food waste from business meals, which can result in emissions from disposal and treatment. While we will strive to better understand these emissions, it is a relatively new category within the professional service industry,

- and we recognise that it will be a challenging task to measure the associated emissions. Additionally, we do not expect these emissions to contribute significantly to our GHG inventory.
- **Downstream leased assets:** Mazars does not lease any assets to other entities.
- **Franchises:** Mazars does not operate any franchises.
- **Investments:** Mazars is not a financial institution, we are a professional services firm and we do not engage in equity investment, so we do not generate direct investment-related emissions. However, we understand that we may generate indirect investment-related emissions through our financial advisory services. The relevance of scope 3 categories has been determined through a comprehensive examination of our upstream and downstream value chain and supported by the guidelines of the GHG Protocol related to scope 3 accounting and reporting. The above scope 3 categories therefore represent emission sources that were believed to be large relative to our scope 1 and 2 emissions and that were considered critical by our stakeholders. They have also been selected on the basis that potential emissions

reductions can be undertaken or influenced by Mazars and that high-quality data was available. In this regard, we have not applied a minimum emissions accounting threshold to omit certain scope 3 categories from our GHG inventory, but rather opted to provide a complete overview of our GHG emissions in view of better managing the GHG risks and opportunities present along our value chain. With respect to future improvements, we will thoroughly assess how to enhance the data availability of scope 3 categories that represent a source of emissions for Mazars but have been excluded from our 2021 / 2022 GHG inventory, especially category 11 of the GHG Protocol ‘use of sold products’.

Acknowledging that our GHG inventory will only be comprehensive, complete, and consistent if all levels of the organisation uniformly adhere to the same scope of consolidation, the selection of our operational boundaries is strictly applied.

Base year

We have selected the financial year 2021 / 2022 as our inventory base year, as it is the earliest point in time for which verifiable emissions data is available. We will therefore use this inventory base as a reference to set emissions reduction targets and track the progress of our environmental performance. For this reason, the CO2 table presented in the next section will not include a ‘comparison’ column. In next years sustainability report we will be able to compare our emission based on new data.

In line with the guidelines from the GHG Protocol standards, we will develop a base year emissions recalculation policy. The basis and context for any recalculations will rest on the consideration of structural changes that may result in a significant impact on our base year emissions data, including mergers and acquisitions, divestments, outsourcing and insourcing of emitting activities, changes in the calculation methodology, and the identification of significant errors.

Methodology of GHG accounting

Our GHG inventory was calculated through the application of GHG calculation methods consistent with the GHG Protocol Corporate standards and supported by the implementation of robust data management processes and procedures.

Acknowledging that carbon accounting and reporting are complex processes that require a

GHG Inventory Methodology

high level of expertise, specialised knowledge, and attention to detail, we set up a bespoke team of experts from our Sustainability service line and Corporate sustainability team to ensure the highest level of accuracy and reliability in our inventory processes and systems. The selected professionals have provided a wide range of fundamental skills and competences through backgrounds in environmental science, engineering, accounting, and sustainability. Special attention was also paid in ensuring that the team was familiar with the latest technologies in relation to carbon accounting software and data visualisation tools.

As an audit, tax, and advisory firm, we are convinced that quality management must be an integral part of our carbon accounting processes. Therefore, we decided to leverage Ecometrica's carbon accounting tool to ensure the quality of the methodology applied to undertake our GHG inventory and therefore the accuracy of our inventory base year emissions data. Ecometrica is a carbon accounting software company established by Dr Richard Tipper MBE (a Nobel Peace Prize winner for his contribution to the 2007 IPCC report), Gary Davis and Bertrand Revenaz that has been enabling businesses and governments to accurately calculate their GHG emissions since 2008. Their software solution is based on the GHG Protocol standards and offers a factual GHG calculation approach through the application of documented assumptions, conversion factors, and emission factors from its geo-referenced database.

As a first step in calculating our GHG emissions, the inventory team categorised the sources defined in the GHG Protocol within Mazars' boundaries to define our direct and indirect emission sources. Together with Ecometrica, we then identified the activity data that would be collected and the relevant emission factors to calculate the associated GHG emissions. Once this basis was set, the inventory team created tailor-made questionnaire templates to streamline the setup of the data collection interface. The pertinent quality procedures were then established to be followed by all stakeholders involved in the inventory development processes, from the initial data collection phase to final aggregation, verification, and reporting. Setting a foundation of robust and clearly defined documentation and archiving procedures proved to be essential to ensure traceability and transparency of our GHG inventory by providing an audit trail of how the inventory was compiled.

Regarding the data collection process, we opted for a centralised approach. The basis for this decision lies in the fact that Mazars is a professional services organisation, so it was expected that its member firms would have uniform emissions from standard sources. In this context, our carbon accounting tool was managed by Mazars' Group Corporate Sustainability inventory team, which is ultimately responsible for the calculation and internal assurance of GHG emissions. The inventory team provided bespoke trainings on data collection and management processes to data owners across 80 countries and territories and created specific guidelines, toolkits, and policies.

Following these guidelines, data owners reported activity data on energy consumption, fuel usage, waste, water, business travel, employee commuting, and upstream transportation and distribution within the carbon accounting tool. The tool then calculated the total carbon dioxide equivalent for each of these standard activities through the application of up-to-date and geographically and temporally precise factors. The data collection process was enabled through Mazars' global network of sustainability ambassadors and finance teams at country level, as a large proportion of the data was obtained from accounting records. Meanwhile, data on purchased goods and services and capital goods was collected by Mazars Group' Finance team, which extracted the relevant spend data from our financial consolidation and reporting system. The standardised reporting format of our carbon accounting tool in collecting GHG emissions data on an approved and consistent basis was a key enabler to reduce the risk of errors when compiling data across countries.

Throughout the data collection process, the inventory team conducted periodic quality reviews on data, processes, and reporting principles to ensure that GHG data standards were being met and improved on an on-going basis by providing regular feedback to data owners. To further guarantee that the quantification of GHG emissions didn't systematically overestimate or underestimate actual emissions, the inventory team leveraged actual data reported by member firms to conduct internal benchmarks across emission sources and regions.

In line with this centralised approach, the inventory team undertook a final quality assurance process to verify that the data reported by member firms was accurate and adhered to Mazars' reporting principles and inventory boundary.

GHG Inventory Methodology

A thorough documentation of the greenhouse gases, calculation methodologies, data sources, data collection units, emission factor sources, and estimation uncertainties related to our GHG inventory is presented in Mazars Group sustainability report, broken down by scope and emission source.

Assurance

Throughout our GHG accounting and reporting exercise, we ensured that the appropriate documentation processes were in place to support the verification of our GHG emissions data through a clear audit trail. This allowed us to conduct an internal technical review led by our inventory team, as it had the appropriate skills and understanding of GHG accounting and reporting principles.

The scope of verification included data from all Mazars member firms and the desk top review was conducted not only at the end of the data collection process, but also throughout. This allowed us to proactively address any identified errors and discrepancies before finalising the data collection process.

Once the inventory was completed, a final internal review was conducted by the inventory team to verify the accuracy of the aggregated data and identify material discrepancies. Within this context, a materiality threshold of 1% was pre-defined, meaning that any errors exceeding 1% of our GHG inventory were considered to be materially misleading and were therefore signalled for review. All identified material errors were amended prior to final approval by Mazars' Global Head of Corporate Sustainability.

This verification process has been a meaningful learning experience for our inventory team, enabling its members to provide valuable recommendations for future improvements on our GHG accounting and reporting processes. Looking ahead, we aim to commission an external verification by a third-party organisation, in line with the GHG Protocol standards and the Corporate Sustainability Reporting Directive (CSRD).

Recalculation and voluntary statement

Our main objective throughout the GHG accounting and reporting exercise has been to ensure that emissions data from our entire GHG inventory was compiled in a structured, systematic, and transparent manner that ensured consistency and comparability of data over time.

Within this context, we acknowledge our future responsibility to disclose and justify any material changes to our inventory boundary, methodology, or any other factors that may significantly affect the calculation of our GHG emissions.

For more information on our methodology, Mazars in the Netherlands refers to the Mazars Group sustainability report, including the GHG inventory table and additional information.



About this report

Sustainability lies at the core of the corporate strategy of Mazars in the Netherlands, supported by our purpose, mission and vision. As our sustainable journey continues, this report enables us to measure ourselves in our best practices and in becoming a sustainable organisation. For this reason, this report illustrates the progress and future steps yet to be taken in the effective and sustainable management of our five strategic pillars and material topics.

This report is created by intensive engagement with internal and external stakeholders of Mazars in the Netherlands, allowing us to draw a clear picture of our sustainable path forward. We would like to thank every stakeholder that contributed to this report and returned us with the favour of presenting us their view on our sustainable journey.

Level of reporting

We report at the level of Mazars in the Netherlands for the financial year ended August 31st, 2022. The Sustainability Report is made public (within eight months after year-end) in April 2023. 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.

GRI Standards and CSRD

In line with last year’s sustainability report of Mazars in the Netherlands, this report has been prepared in the alignment of the requirements of the GRI Standards. At this point Mazars in the Netherlands does not claim to fully comply with the GRI standards, considering our upcoming requirement to comply with the Corporate Sustainability Reporting Directive (CSRD). As the CSRD and the GRI standards show certain levels of overlap, we have decided to include a GRI table in this sustainability report as the GRI standards guide us in contributing to the UN Sustainable Development Goals and minimising our footprint. As for now, Mazars in the Netherlands will continue to work towards reporting conform the CSRD.

Responsibility statement and assurance

The Executive Board of Mazars in the Netherlands Backnowledges the responsibility to ensure the accuracy of this sustainability report. As this report is compiled with the collective knowledge of our people and external stakeholders, this report addresses all material topics and therefore presents an accurate overview of the sustainability performance of Mazars in the Netherlands for the financial year 2021 / 2022. The Executive Board is satisfied with the used methodologies, quality and information in this report. Our own review will at this moment thus give us assurance, which is why we do not deem it necessary to conduct a further independent assurance review over information presented in this report. In line with our mandatory reporting and assurance conform CSRD, we will do so in future reports.

Significant changes

No significant changes from previous sustainability reports have occurred in terms of reporting period, material topics or changes in our value creation model and stakeholders.

Special thanks to:



Jolanda Voolstra
Chief Brand, Marketing & Communications Officer



Simone Hulsebos
Team Coordinator Communications



Yuri Vlassak
Graphic Designer



Daphne Hendriks
Corporate Sustainability officer



Emma Bloem
Corporate sustainability team

Definitions materiality topics

#	Material topic	Definition
1	Carbon footprint	Optimising and reducing the energy use and associated GHG emissions related to our offices and business travel
2	Client listening	Understanding our clients’ wants and needs by being engaged and listening actively, thereby fulfilling and exceeding the needs and expectations of our clients
3	Community involvement	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	Compliance	Ensuring that all of Mazars’ services are aligned with relevant guidelines, regulations and legislation
5	Data security and privacy	Managing the continuity of our IT systems and ensuring the security of information and sensitive (client) data
6	Digitalisation	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	Diversity and inclusion	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	Employee well-being and 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
9	Engagement and development of our people*	Continue to be a great place to work and learn for all current and future Mazarians, facilitating talent development to allow people to prosper 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 in the Netherlands
20	Transparency	Being honest and open to stakeholders and other parties when communicating about matters related to the organisation

**Themes Talent acquisition and retention and Talent development have been merged into the theme Engagement and development of our people*



GRI Content Index

General Disclosures

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
The organisation and its reporting practices				
2-1.a. Report on its legal name	Annual report: General information			42
2-1.b. Report its nature of ownership and legal form	Annual report: General information & Transparency report: Corporate structure			22-23, 42
2-1.c. Reports the location of its headquarters	A global integrated partnership			9
2-1.d. Report its countries in operation	A global integrated partnership			9
2-2.a. List all its entities included in its sustainability reporting	About this report			94
2-2.b. If the organisation has audited consolidated financial statements or financial information filed on public record	n/a	n/a	n/a	-
2-3. A specify the reporting period for, and the frequency of, its sustainability reporting	About this report			94
2-3.b. Specify the reporting period for its financial reporting and, if it does not align with its sustainability reporting explain the reason for this	About this report			94
2-3.c. Report the publication date of the report or reported information	About this report			94
2-3.d. Specify the contact point for questions about the report or reported information	Contact			112
2-4.a. Report restatements of information made from previous reporting periods	About this report			94
2-5. External assurance	n/a	n/a	The Sustainability report of Mazars in the Netherlands is not externally assured	-
Activities and workers				
2-6.a. Report on sector(s) in which it is active	Mazars in the Netherlands			6
2-6.b. Describe its value chain	Mazars in the Netherlands & VCM			6, 18-19
2-6.c. Report on other relevant business relationships	Mazars in the Netherlands			6
2-6.d. Describe significant changes in 2-6.a,b,c, compared to the previous reporting period	n/a	n/a	n/a	-

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-7.a. Report the total number of employees, and a breakdown of this total by gender and by region	People at the heart of our development			41
2-7.b.i. Permanent employees, and a breakdown by gender and by region	People at the heart of our development			46
2-7.b.ii. Temporary employees, and a breakdown by gender and by region	People at the heart of our development			41
2-7.b.iii. Non-guaranteed hours employees, and a breakdown by gender and by region	n/a	n/a	n/a	-
2-7.b.iv. Full-time employees, and a breakdown by gender and by region	People at the heart of our development			46
2-7.b.v. Part-time employees, and a breakdown by gender and by region	People at the heart of our development			46
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,b.	n/a	n/a	n/a	-
2-7.e. Describe significant fluctuations in the number of employees during the reporting period and between reporting periods	n/a	n/a	n/a	-
2-8. Workers who are not employees	n/a	n/a	n/a	-
Governance				
2-9.a. Describe its governance structure, including committees of the highest governance body	Governance model			23
2-9.b. List the committees of the highest governance body that are responsible for decisionmaking on and overseeing the management of the organisation's impacts on the economy, environment and people	Transparency report: Organisational structure			20-21
2-9.c. Describe the composition of the highest governance body	Transparency report: Organisational structure			20-21
2-10.a. Describe the nomination and selection processes for the highest governance body and its committees	Transparency report: Organisational structure			20-21
2-10.b. Describe the criteria used for nominating and selecting highest governance body members	Transparency report: Supervisory Board			58
2-11.a. Report whether the chair of the highest governance body is also a senior executive in the organisation	Transparency report: Organisational structure & Statement by policy makers			20, 60

GRI Content Index

General Disclosures

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-11.b. If the chair is also a senior executive, explain their function within the organisation's management, the reason for this arrangement, and how conflicts of interest are prevented and minigated	n/a	n/a	n/a	-
2-12.a. Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisations purpose, value or mission statements, strategies, policies and goals related to sustainable development	Governance model			23
2-12.b. Describe the role of the highest governance body in overseeing the organisations due diligence and other processes to indentify and manage the organisations impacts on the economy, environment and people	n/a	n/a	n/a	-
2-13.a. Describe how the highest governance body delegates responsibility for managinng the organisation's impacts on the economy, environment and people including:	Governance model			23
2-13.a.i. Whether it has appointed any senior executives with responsibility of the management of impacts	n/a	n/a	n/a	-
2-13.a.ii. Whether it has delegated responsibility for the management of impacts to other employees	n/a	n/a	n/a	-
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 organisation's impacts on the economy, environment and people	n/a	n/a	n/a	-
2-14.a. Report whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics	About this report			94
2-14.b. If the highest governance body is not responsible for reviewing and approving the reported information, including the organisations material topics, explain the reason for this	n/a	n/a	n/a	-
2-16.a. Describe whether and how critical concerns are communicated to the highest governance body	Code of conduct			10

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
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: Quality			13
2-17.a. Report the measures taken to advance the collective knowledge, skills and experience of the highest governance body on sustainable development	Interview CEO			14-15
2-19.a. Describe the remuneration policies for members of the highest governance body and senior executives	Transparency report Governance: leadership			16-17
2-19.b. Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance, in relation to the management of the organisations impact on the economy, environment and people	n/a	n/a	n/a	-
2-20.a. Describe the process for designing its remuneration policies and for determining remuneration	Transparancy report Governance: leadership			16-17
2-20.b. Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable	n/a	n/a	n/a	-
Strategy, policies and practices				
2-22.a. Report a statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development	Our strategic objectives			28-29
2-23.a. Describe the policy commitments for responsible business conducts	Our strategic objectives			28-29
2-23.b. Describe its specific policy commitment to respect human rights	Alignment with SDGs			30-31
2-23.c. Provide links to policy commitments if publicly available, or, if the policy commitments is not publicly available, explain the reason for this	n/a	n/a	n/a	-
2-23.d. Report the level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level	n/a	n/a	n/a	-
2-23.e. Report the extent to which the policy commitments apply to the organisation's activities and to its business relationships	n/a	n/a	n/a	-

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General Disclosures

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-24.a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships	Our strategy			18-19-20
2-25. Processes to remediate negative impacts	n/a	n/a	n/a	-
2-26.a.i. Describe the mechanisms for individuals to seek advice on implementing the organisation’s policies and practices for responsible business conduct	Code of conduct			10-11
2-26.a.ii. Describe the mechanisms for individuals to raise concerns about the organisation’s business conduct	Code of conduct			10-11
2-27.a. Report the total number of significant instances of non-compliance with laws and regulations during the reporting period	Transparency report Operational performance			45
2-27.b. Report the total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period and a breakdown by:	n/a	n/a	n/a	-
2-27.b.i. Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	n/a	n/a	n/a	-
2-27.b.ii. Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods	n/a	n/a	n/a	-
2-27.c. Describe the significant instances of non-compliance	n/a	n/a	n/a	-
2-27.d. Describe how it has determined significant instances of non-compliance	n/a	n/a	n/a	-
2-28.a. Report industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role	Our commitment			26

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
Stakeholder engagement				
2-29.a. Describe its approach in engaging with stakeholders, including:	Stakeholder engagement			22
2-29.a.i. The categories of stakeholders it engages with, and how they are identified	Stakeholder engagement			22
2-29.a.ii. The purpose of the stakeholder engagement	Stakeholder engagement			22
2-29.a.iii. How the organisation seeks to ensure meaningful engagement with stakeholders	Stakeholder engagement			22
2.30.a. Report the percentage of total employees covered by collective bargaining agreements	n/a	n/a	Included in Code of conduct	-

GRI 3: Material Topics	Location	Reason	Explanation	Page
Disclosure on material topics				
3-1.a. Describe the process it has followed to determine its material topics, including:	Materiality Matrix			21
3-1.a.i. How it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships	Materiality Matrix			21
3-1.a.ii. How it has prioritised the impacts for reporting based on their significance	Materiality Matrix			21
3-1.b. Specify the stakeholders and experts whose views have informed the process of determining its material topics	Materiality Matrix			21
3-2.a. List of material topics	Materiality Matrix			21
3-2.b. Report changes to the list of material topics compared to the previous reporting period	n/a	n/a	No changes were made in the material topics compared to previous reports	
3-3. Management of material topics	Value Creation Model			18-19

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GRI: Topic Standards	Location	Reason	Explanation	Page
GRI 201: Economic Performance 2016				
201-1.a.i. Direct economic value generated: revenues	Annual report: Sustaining our growth (our financial results)			24-25
201-1.a.ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments	Annual report			-
201-2.a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure	n/a	n/a	Risks and opportunities posed by climate change are not yet included in our publications	-
201-3.a. If the plan's liabilities are met by the organisation's general resources, the estimated value of those liabilities.	Annual report: 2.16 Employee benefits			51-52
201-3.b. If a separate fund exists to pay the plan's pension liabilities: i.the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them ii. the basis on which that estimate has been arrived at iii. when that estimate was made	Annual report: 2.16 Employee benefits			51-52
201-3.c. if a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage	n/a	n/a	n/a	-
201-3.d. Percentage of salary contributed by employee or employer	Annual report: notes to the consolidated financial statements			57
GRI 203: Indirect Economic Impacts 2016				
203-1.b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant	Community day			55
203-1.c. Whether these investments and services are commercial, in-kind, or pro bono engagements	Mazars Foundation			53

GRI: Topic Standards	Location	Reason	Explanation	Page
GRI 204: Procurement Practices 2016				
204-1.a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally)	n/a	n/a	Not monitored yet	-
GRI 205: Anti-corruption 2016				
205-1.a. Total number and percentage of operations assessed for risks related to corruption	n/a	n/a		-
205-1.b. Significant risks related to corruption identified through the risk assessment	n/a	n/a		-
205-2.a. Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to	n/a	n/a	Not included	-
205-2.e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region	Integrity and responsibility			38
GRI 206: Anti-competitive behavior 2016				
206-1. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant	n/a	n/a	Included in our Code of conduct	-
GRI 207: Tax 2019				
207-1.a. A description of the approach to taks	n/a	n/a	Not included	-
207-2.a. A description of the tax governance and control framework	Annual report			-
207-3.a. A description of the approach to stakeholder engagement and management of stakeholder concerns related to taks	Annual report			-
GRI 302: Energy 2016				
302-1.a. Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used	Carbon footprint 2021 / 2022			62-64
302-1.b. Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used	Carbon footprint 2021 / 2022			62-64

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GRI: Topic Standards	Location	Reason	Explanation	Page
302-1.c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption	Carbon footprint 2021 / 2022			62-64
302-1.d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold	n/a	n/a	n/a	-
302-1.e. Total energy consumption within the organisation, in joules or multiples	Carbon footprint 2021 / 2022			62-64
302-1.f. Standards, methodologies, assumptions, and/or calculation tools used	GHG Inventory Methodology			88-93
302-1.g. Source of the conversion factors used	n/a	n/a	n/a	-
302-2. Energy consumption outside of the organisation	n/a	n/a	n/a	-
302-3.a. Energy intensity ratio for the organisation	Carbon footprint 2021 / 2022			62-64
302-3.b. Organisation-specific metric (the denominator) chosen to calculate the ratio	Carbon footprint 2021 / 2022			62-64
302-3.c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all	Carbon footprint 2021 / 2022			62-64
302-3.d. Whether the ratio uses energy consumption within the organisation, outside of it, or both	Carbon footprint 2021 / 2022			62-64
302-4. Reduction of energy consumption	n/a	n/a	This year's report and calculations serve as a baseline and will due to changes in methodology not be compared to other years.	-
302-5. Reductions in energy requirements of products and services	n/a	n/a	This year's report and calculations serve as a baseline and will due to changes in methodology not be compared to other years.	-

GRI: Topic Standards	Location	Reason	Explanation	Page
GRI 303: Water and Effluents 2018				
303-5.a. Total water consumption from all areas in megaliters	VCM & Carbon Footprint			18-19, 62
GRI 305: Emissions 2016				
305-1.a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent	Carbon footprint 2021 / 2022			62-64
305-1.b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all	GHG Inventory Methodology			88-93
305-1.c. Biogenic CO2 emissions in metric tons of CO2 equivalent	GHG Inventory Methodology			88-93
305-1.d. Base year for the calculation, if applicable, including: i. the rationale for choosing it ii. emissions in the base year iii. the context for any significant changes in emissions that triggered recalculations of base year emissions	Carbon footprint 2021 / 2022			62-64
305-1.e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	n/a	n/a	n/a	-
305-1.f. Consolidation approach for emissions; whether equity share, financial control, or operational control	n/a	n/a	n/a	-
305-1.g. Standards, methodologies, assumptions, and/or calculation tools used	GHG Inventory Methodology			88-93
305-2.a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent	Carbon footprint 2021 / 2022			62-64
305-2.b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent	Carbon footprint 2021 / 2022			62-64
305-2.c. If available, the gases included in the calculation; whether CO, CH, NO, HFCs, PFCs, SF, NF, or all	GHG Inventory Methodology			88-93
305-2.d. Base year for the calculation, if applicable, including: i. the rationale for choosing it ii. emissions in the base year iii. the context for any significant changes in emissions that triggered recalculations of base year emissions	Carbon footprint 2021 / 2022			62-64

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GRI: Topic Standards	Location	Reason	Explanation	Page
305-2.e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source	n/a	n/a	n/a	-
305-2.f. Consolidation approach for emissions; whether equity share, financial control, or operational control	n/a	n/a	n/a	-
305-2.g. Standards, methodologies, assumptions, and/or calculation tools used	GHG Inventory Methodology			88-93
305-3.a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent	Carbon footprint 2021 / 2022			62-64
305-3.b. If applicable, gross market-based energy indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent	n/a	n/a	n/a	-
305-3.c. If available, the gases included in the calculation; whether CO, CH, NO, HFCs, PFCs, SF, NF, or all	GHG Inventory Methodology			88-93
305-3.d. Base year for the calculation, if applicable, including: i. the rationale for choosing it ii. emissions in the base year iii. the context for any significant changes in emissions that triggered recalculations of base year emissions	Carbon footprint 2021 / 2022			62-64
305-3.e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source	n/a	n/a	n/a	-
305-3.f. Consolidation approach for emissions; whether equity share, financial control, or operational control	n/a	n/a	n/a	-
305-3.g. Standards, methodologies, assumptions, and/or calculation tools used	GHG Inventory Methodology			88-93
305-4.a. GHG emissions intensity ratio for the organisation	Carbon footprint 2021 / 2022			62-64
305-4.b. Organisation-specific metric (the denominator) chosen to calculate the ratio	Carbon footprint 2021 / 2022			62-64
305-4.c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3)	Carbon footprint 2021 / 2022			62-64
305-4.d. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all	GHG Inventory Methodology			88-93

GRI: Topic Standards	Location	Reason	Explanation	Page
305-5. Reduction of GHG emissions	n/a	n/a	This year’s report and calculations serve as a baseline and will due to changes in methodology not be compared to other years.	-
305-6. Emissions of ozone-depleting substances (ODS)	n/a	n/a	Not included	-
305-7. Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	n/a	n/a	Not included	-
GRI 306: Waste 2020				
306-3. Waste generated	Sustainable offices			69
GRI 401: Employment 2016				
401-1.a. Total number and rate of new employee hires during the reporting period, by age group and gender	People at the heart of deveopment			45
401-1.b. Total number and rate of employee turnover during the reporting period, by age group and gender	People at the heart of deveopment			45
401-2. Benefits provided to full-time employees that are not provided to temporary or part-time employees	n/a	n/a	Mazars in the Netherlands does not provide other benefits to full- or part-time employees	-
401-3. Parental leave	n/a	n/a	Not disclosed	
GRI 404: Training and Education 2016				
404-1.a. Average hours of training that the organisation’s employees have undertaken during the reporting period, by: gender and employee category	People at the heart of deveopment			43
404-2.a. Type and scope of programs implemented and assistance provided to upgrade employee skills	Learning and development			42
404-2.b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Learning and development			42

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GRI: Topic Standards	Location	Reason	Explanation	Page
404-3.a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period	Engaging, retaining and recruiting			44
GRI 405: Diversity and Equal Opportunities				
405-1.a. Percentage of individuals within the organisation’s governance bodies in each of the following diversity categories: i. Gender ii. Age group: under 30 years old, 30-50 years old, over 50 years old iii. Other indicators of diversity where relevant (such as minority or vulnerable groups)	People at the heart of deveopment			46-47
405-1.b. Percentage of employees per employee category in each of the following diversity categories: i. Gender ii. Age group: under 30 years old, 30-50 years old, over 50 years old Other indicators of diversity where relevant (such as minority or vulnerable groups)	People at the heart of deveopment			46-47
GRI 406: Non-discrimination 2016				
406-1. Incidents of discrimination and corrective actions taken			Included in our Code of conduct	
GRI 407: Freedom of Association and Collective Bargaining				
407-1.a. Operations and suppliers in which workers’ rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of: i. type of operation (such as manufacturing plant) and supplier ii. countries or geographic areas with operations and suppliers considered at risk	n/a	n/a	Included in our Code of conduct	-
GRI 413: Local Communites 2016				
413-1.a. Percentage of operations with implemented local community engagement, impact assessments, and / or development programs	Our strategy in action: community involvement			53-59
413-2.a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations ii. the significant actual and potential negative impacts of operations	Our strategy in action: community involvement			53-59

GRI: Topic Standards	Location	Reason	Explanation	Page
GRI 414: Supplier Social Assessment 2016				
414-1. New suppliers that were screened using social criteria		Mazars in the Netherlands will start using a supplier ESG checklist starting in 2023		
GRI 418: Customer Privacy 2016				
418-1.a. Total number of substantiated complaints received concerning breaches of customer privacy	Transparency report: Ethical standards			30-31
418-1.b. Total number of identified leaks, thefts, or losses of customer data	Transparency report: Ethical standards			30-31
418-1.c. If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient	Transparency report: Ethical standards			30-31

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Mazars is an internationally integrated partnership, specialising in audit, accountancy, tax and advisory. Operating in over 95 countries, we draw on the expertise of more than 47,000 professionals – 30,000+ in Mazars' integrated partnership and 17,000 via the Mazars North America Alliance.

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