



# Consulting Excellence at Forvis Mazars

2025 Member Declaration

# Consulting Excellence at Forvis Mazars

## Foreword



As Partner and Head of Management Consulting, it is my pleasure to present our 2025 Declaration on Consulting Excellence.

We at Forvis Mazars recognise the valuable contribution the MCA makes within the Consulting profession, as well as to the UK economy and wider society. The Association's Principles are an embodiment of our firm's own ethos and values, and as such, resonate strongly with each individual member of our team.

We are proud to have been recognised as a finalist in the 2024 Strategy Award and are enthusiastic about our continued collaboration and commitment to embracing the Chartership. Our continued engagement with the MCA this year has included attending a host of networking events and toolkit discussions.

This Declaration will demonstrate our commitment to the MCA Principles through the work that we do and introduce you to our Management Consulting team. On behalf of Forvis Mazars, we look forward to continuing our journey with the Association and to collaborating with our fellow members during the year ahead.



**Alan Frost**

Partner & Head of Management Consulting  
[Alan.Frost@mazars.co.uk](mailto:Alan.Frost@mazars.co.uk)

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We believe people are at the centre of every successful organisation. As such, we combine our technical expertise, agility and the latest technology with a deep understanding of our clients' needs, context and culture to co-create answers that drive the results clients are looking for.

Our expert consultants work as one, integrated, international team across geographies and sectors. Combining our global expertise with deep local understanding, we support our clients across their organisations from strategy to implementation.

Within Management Consulting, our clients cover both public and private sector, stretching from local authorities to higher education institutions, global fintech companies, pharmaceuticals and professional services firms.

Our diverse team of 30 consultants bring together a rich tapestry of backgrounds, experiences and specialisms, advising our clients on topics ranging from supply chain efficiency and process optimisation, to gender pay gap reporting, digital transformation or organisational culture. Our focus is on partnering clients through their transformation, becoming an extension of their team, supporting the delivery of business improvements and their subsequent adoption via our underpinning Resilience, Project and Change Management offerings.





“At Forvis Mazars, ethical behaviour is a core part of how we operate. Our values – we do the right thing, we show respect , we take responsibility – are championed at every level and guides our everyday interactions with each other and our clients.”

**Emilija Abraityte**

Assistant Manager, Management Consulting  
**Young MCA Representative**

# Ethical Behaviour

## MCA Principles

02

1

We are responsible and good citizens

2

We conduct our business ethically

3

We foster an ethical culture



At Forvis Mazars, our Corporate Sustainability strategy encapsulates our focus on building long-term value for our people, our clients and our communities. Stewardship is at the heart of our culture: we work hard to ensure we will have a stronger firm and a better-protected planet to pass on to future generations. We are working towards our ESG mission in many ways, particularly across Communities, Environment & Climate and Quality & Risk Management:

### Communities



This year, we deepened our engagement with **IntoUniversity**, a charity that supports **young people** across the UK facing personal or systemic barriers to education and employment. Ten of our UK offices are now active in the programme supporting with volunteering, sustainability and innovation hackathons, business simulations and mentoring.



As well as empowering students, we aim to support community organisations in their **skills** and **organisational development** through **pro bono work**. We conducted significant work during the year engaging senior stakeholders and building a cross functional working group to develop guidance and an overarching policy.



Our **Community Champions network** played a significant role in helping us drive our volunteering efforts, as did the provision of more in-office volunteering opportunities with **IntoUniversity**. All team members are given **two days per year** to volunteer. This year (FY24), we increased our volunteering time by 85% compared to the previous year.



We continued to support the **Mazars Charitable Trust (MCT)**. In FY24, the Forvis Mazars in the UK Partners donated **£721,630** to the Trust. 330 awards were granted to community organisations across the UK and internationally.

At Forvis Mazars, our Corporate Sustainability strategy encapsulates our focus on building long-term value for our people, our clients and our communities. Stewardship is at the heart of our culture: we work hard to ensure we will have a stronger firm and a better-protected planet to pass on to future generations. We are working towards our ESG mission in many ways, particularly across Communities, Environment & Climate and Quality & Risk Management:

### Environment & Climate

We are committed to reducing our environment impact and helping our people to lead more sustainable lives.

To help us manage the environmental impact of our operations, we have built an **Environmental Management System (EMS)** based on a robust risks and opportunities framework. The EMS was ISO 14001 certified in October 2024 and will help us maintain continuous improvements as we grow. This is supported by our [environmental policy](#).

**Collective small actions** can create significant change. We empower our team members to be positive agents of change through our series of sustainability foundation modules on our e-learning platform. We encourage everyone to contribute to creating a better, more sustainable future for ourselves, our community, and the planet.

We are working towards our Forvis Mazars Group **SBTi-validated net zero by 2045 target**. In the UK, we also have a number of UK near-term 2030 targets such as:

**28%**

reduction in business travel emissions

**44%**

reduction in employee commuting emissions

**31%**

reduction in supply chain emissions



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### Quality & Risk Management

Quality and risk management are embedded in our day-to-day operations. All team members undertake regular **training** as part of our **QRM, Code of Conduct and Ethics commitments**, and as a firm we hold numerous **industry-recognised certifications** including ISQM1 and ISO27001, demonstrating our commitment to protecting our clients' businesses with the utmost integrity.

Over the last year, we have:

- Enhanced the delivery of our **Quality Risk Management training** for greater engagement.
- Increased the expertise within our **Ethics & Independence** team.
- Established a **Change Management Office** to support and streamline quality enhancements.
- Integrated new innovations into the tools and systems we use for better quality information capture and have been piloting selected AI applications.
- Launched a **Bid/No Bid app** across our non-audit service lines to enhance and document decision-making processes for tenders.





# Ethical Behaviour

## Forvis Mazars Day

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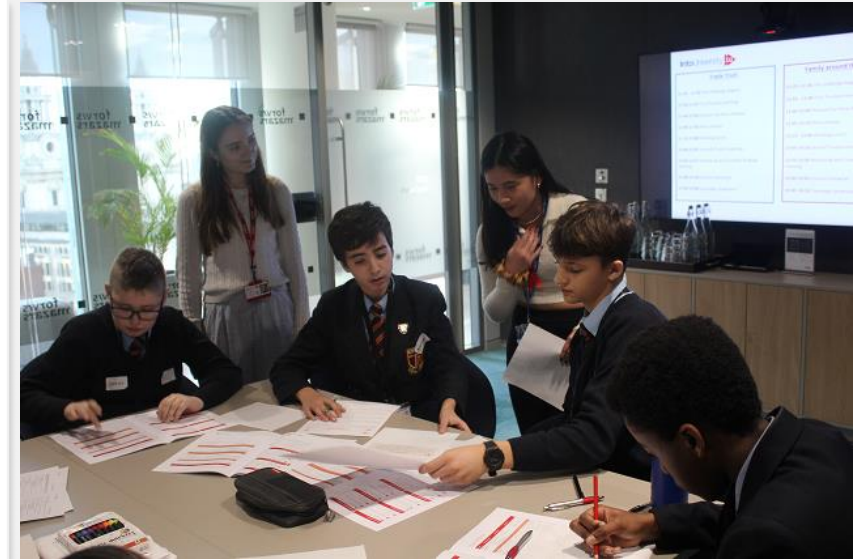
Responsible citizens

Every year team members are provided with a 'Forvis Mazars Day' to support community projects, either individually or collectively.

Our new cohort of Business Analysts were recently involved in a volunteering day with our National Partner Charity **IntoUniversity**, which aims to equip students with core skills needed to thrive in professional environments. This day involved leading a business simulation workshop, where our team served as 'advisors' to students creating a fictitious charity concern campaign.

The day provided an opportunity to guide Key Stage 3 students through a series of career-oriented role-play activities. They were encouraged to innovate and work collaboratively to form their own businesses, taking on various roles such as Finance Director, Head of Marketing, and other key positions. Their task was to organise and host a charitable event. This experience was incredibly rewarding as we guided students in identifying and honing their strongest skills. We were thrilled to see impressive outcomes, ranging from creative brand designs to a well-executed concert performance. The students' enthusiasm and creativity were truly inspiring.

*Elizabeth Wong, Business Analyst*



# Ethical Behaviour

## Our Code of Conduct

Here at Forvis Mazars, we pride ourselves on doing things differently, and as a growing team we are always looking for new and innovative ways to deliver quality to our clients and to help build a fair and prosperous world in the process.

Forvis Mazars' **Code of Conduct** is a comprehensive summary of our values, commitments and expected behaviours, as set out by the Group Executive Board and Group Governance Council. The application of appropriate ethical conduct in our day-to-day approach ensures that we:

- Work to the highest standards of professionalism;
- Attain the highest level of performance;
- Meet the profession's responsibilities to the wider public.

All Forvis Mazars employees, including those in the Management Consulting team, undertake regular ethics training as part of their wider **Quality Risk Management (QRM)** training programme. This training is refreshed on an annual basis as a minimum to ensure that we act in a way that is fair, honest and transparent towards our colleagues and clients.



# Ethical Behaviour

## The Five Fundamentals

3

Ethical culture

Ethics and Independence are a set of moral values and behaviours. We follow the International Code of Ethics for Professional Accountants. This is issued by the International Ethics Standards Board for Accountants (IESBA) for the International Federation of Accountants (IFAC), the global organisation for the accountancy profession worldwide.



You are required to observe the five fundamental principles, whether or not you are a qualified accountant, at all times.

1. **Integrity**...is our commitment to honesty and transparency across all of our professional and client relationships
2. **Objectivity**...means ensuring our judgment and guidance to clients is unbiased, given freely without undue influence or conflict of interest
3. Exercising **professional competence and due care**...requires all Forvis Mazarians to commit to act diligently and in accordance with applicable technical and professional standards, developing and maintaining the requisite skills to perform their role
4. **Confidentiality**... breeds trust and fosters stronger relationships with our clients
5. **Professional behaviour**... is understanding the context of our clients' business and adhering to applicable laws and regulations



# Ethical Behaviour

## Our Values

Our day-to-day behaviours are driven by our values, which lay the foundations across Forvis Mazars for everything we do. They're the bedrock of our client relationships, the framework for our people's career development, and how we treat each other over water cooler catch-ups.



Integrity



Responsibility



Diversity & Respect



Technical excellence



Independence



Stewardship

3

Ethical culture



“Our values are embedded into each and every interaction with clients, laying the foundations for excellent service delivery and prioritising quality across our project. Our approach is designed to co-create meaningful and sustainable change for organisations we partner with, ensuring they successfully navigate complex organisational challenges through a people centred approach.”

**Christian Fell**

Director, Management Consulting

**Public Sector Working Group Representative and Client Services Representative**

# Client Service & Value

## MCA Principles

03

4

We provide excellent consulting services which deliver the outcomes clients seek and need

5

We are transparent with clients and respond to their concerns

6

We always strive to improve the value we can deliver to our clients





A key strategic initiative of our Star28 Strategy is to 'deliver an unparalleled client experience'. We recognise that clients are the bedrock of our business and that a client-centric approach that centres around quality and agility drives us to think in terms of needs and solutions.

As consultants, we are in constant conversation with previous and current clients to ensure that they are supported through challenges they are facing in today's business environment.

- We have achieved 20% compound annual growth rate (CAGR) between FY20 and FY24 despite challenging market conditions during this period
- Our C-Suite Barometer gathers the views of 1,700+ executives from all over the world. Current and prospective clients are therefore able to explore their opportunities and challenges. This enables our consultants to have conversations that are tailored to the issues our clients are facing.
- We bring our challenger mindset and diverse industry experience to deliver our client engagements. We can offer a more personalised approach and foster deeper, long-term relationships with our clients.



# Client Service & Value

## Our Services

Our goal is to transform our clients' businesses through innovative problem-solving and creative thinking. We offer comprehensive services across four core areas, with each engagement supported by project management experts. These services are underpinned by essential project management, change management and resilience strategies, tailored to meet the unique needs of each client as we recognise these elements are integral to all operations. Additionally, this year we have expanded our finance offerings to include treasury management, enhancing our ability to support clients in achieving robust financial health and stability.



4

Excellent consulting services

# Client Service & Value

## Client Testimonials

We work collaboratively with our clients, obtaining feedback from them after every project so that we can consistently improve value-add and have open, transparent conversations with our clients. We reflect on lessons learned to ensure client experiences is always kept at the forefront of every engagement

“Working with your team was a very enjoyable experience. You felt like partners with shared objectives, asking challenging questions that ultimately led to a valuable report exceeding the quality of the other firms we’ve used before”

Head of Operational Risk  
Market-Leading  
Digital Cheque Processing  
Organisation

“The business plan is detailed, organized, inspiring, impressive and beautiful! I believe we have created a plan that can be executed successfully and be financially rewarding for everyone involved. I appreciate all the hard work and patience in preparing our plan.”

CEO  
Start-Up Cruise  
Ship Liner

“As someone who has always been wary of consultants, I would like to thank the Mazars Team for changing my opinion, dramatically. Our Away Day at Mazars was insightful, soul searching, and sometimes painful but, at its conclusion, was both eye-opening and a huge success... A consultancy approach that works and stays with you for the long haul...”

Chairman  
Packaging Solutions  
Organisation

5

Transparent with clients



# Client Service & Value

## Feedback and Improvement

6

Improve Value

As part of measuring our employee engagement, an annual survey was rolled out to measure employees' sentiments towards areas including client-centricity. FY2025 findings showed that, on a Likert-scale, 4.17/5.00 agrees with the statement "I have grown in my ability to positively impact our clients."

Our **Client Experience Team** carries out a periodic client feedback exercise through which clients across the firm have an opportunity to submit honest and transparent feedback on our services. The core aim is to understand our clients, to empower our team and design our business to deliver better client experiences. The **continuous feedback** forum allows clients to provide comments more frequently, when it suits them, ensuring that we are consistently monitoring quality. Part of this exercise is also to measure our **Net Promoter Score (NPS)**.

In addition, we also have our **Client Service Playbook** which defines and celebrates, how delivering a consistently excellent experience shapes every aspect of our service. Each team within Forvis Mazars has a '**CX Champion**' who highlights the importance of client experience and embodies the values of the playbook for their team.



“Our Learning & Development programme is centred around building core transversal competencies which will enable our business to react to changing market trends, as our people engage with complex client challenges, and grow as professionals. The programme follows an individual’s career journey, from onboarding to significant career milestones, ensuring our consultants have clarity on their roles and developmental opportunities as they progress within the business.”

**Dan Breger**

Associate Director & Strategic Project Lead (P&C)





# Professional Development

## MCA Principles

04

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We undertake training and professional development planning each year

8

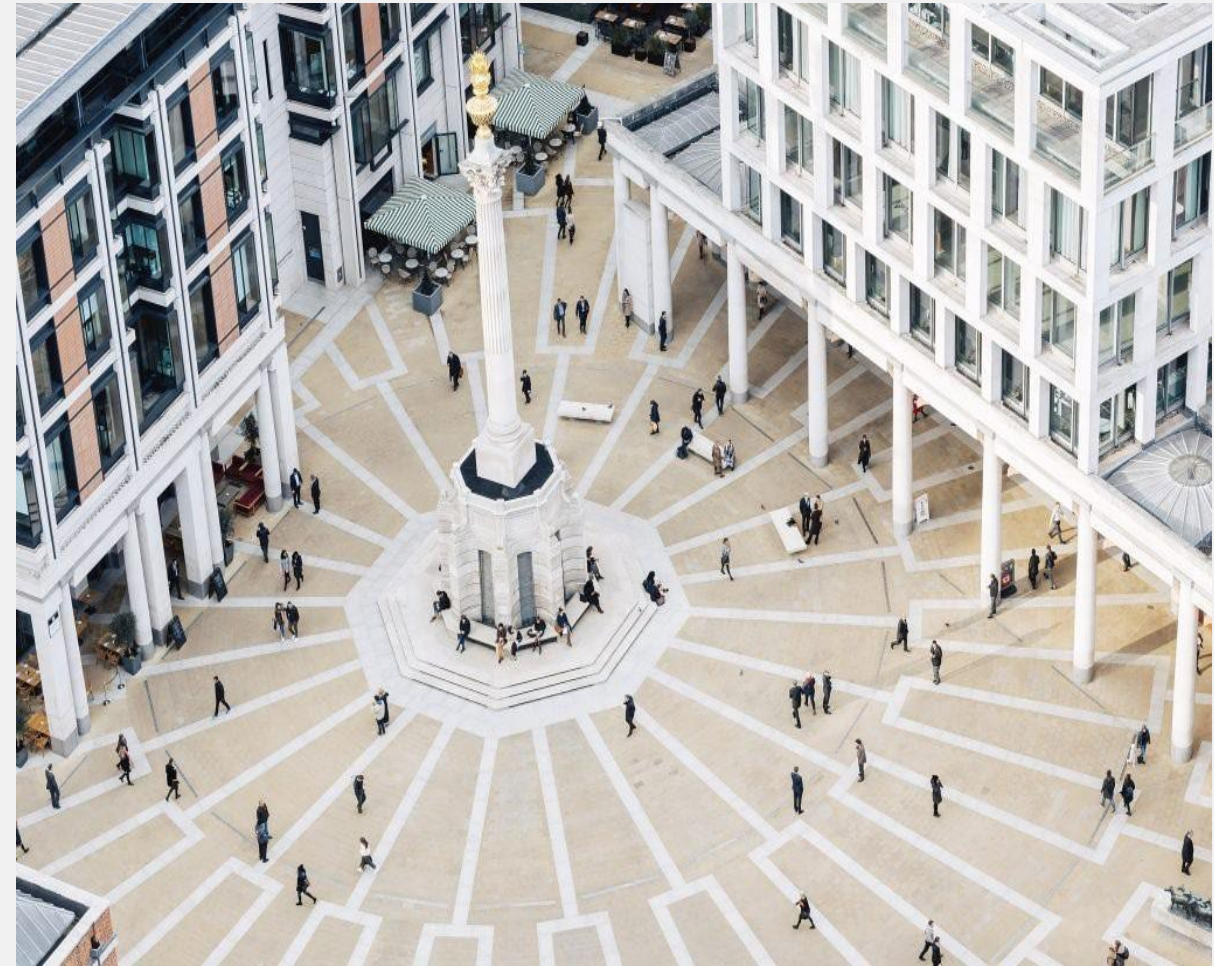
We promote strong core consulting capabilities and specialisms in our consultants and teams

9

We support our employees' career progression, professional development and welfare

10

We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values





# Professional Development

## Our Training Programme

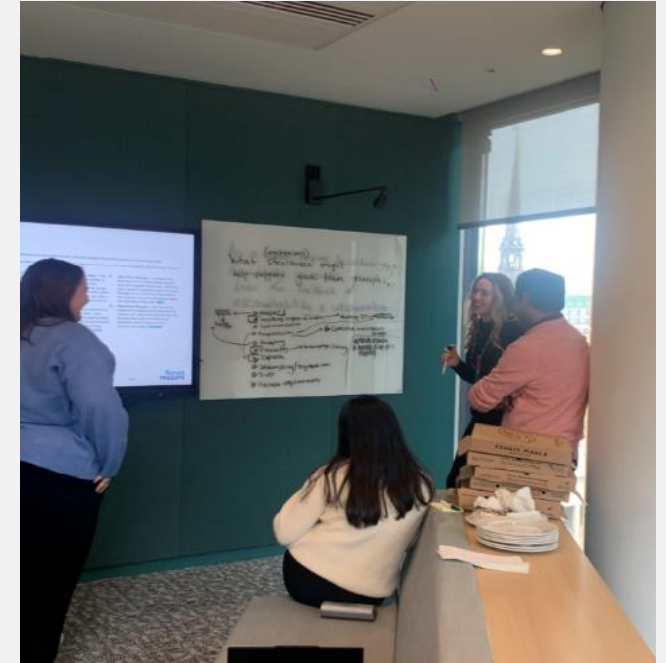
Investing in our people's development is a priority for us which brings both tangible and intangible benefits to our business, including strengthening our unique culture and enabling us to bring the best of Forvis Mazars to our clients.

We undertake training and professional development planning each year, which, coupled with private undertakings, culminates in an average of **100+ hours per team member** per annum.

The Management Consulting vision is to continuously enhance our team of industry recognised experts across our four main pillars. We aim to further strengthen our capabilities in Project and Change Management and Resilience.

To support this vision, we have established a Consulting Excellence training programme, consisting of ten modules designed to provide junior members with a solid foundation in core consulting skills and competencies. Additionally, we hold quarterly internal team strategy days led by our Senior Leadership Team, to foster collaboration and strategic thinking. We also offer various specialised sessions, including those on Change Management, facilitated by our team experts. At the Manager and Director levels, we provide structural pathways for postgraduate and MBA opportunities, ensuring continuous professional growth and development.

In the interest of developing our consultants' skills even more deeply, we also offer People Manager, Wellbeing and Technical training schemes to name a few.



7

Yearly training & professional development

# Professional Development Competency Frameworks

8

Strong consulting capabilities & specialisms

We actively seek to ensure that all our professionals build a strong set of core capabilities, as well as encouraging their personal development in areas of specific interest. This provides a well-rounded service offering for our clients, whilst also demonstrating our ongoing commitment to the development of our people and their individual ambitions.

Our firmwide **Forvis Mazars Core Competency Framework**, coupled with our **Capability+ tool**, which details Service Line-specific competencies, go hand in hand to help all colleagues pinpoint their development needs and progress further. They cover:

- Technical and soft skills required to perform at their current grade;
- How those skills build as an individual progresses from one grade to the next e.g. Consultant to Senior Consultant, and;
- Market-specific / specialist skills for the relevant Business Unit.

Individuals complete self-assessments in areas defined by their relevant Business Unit. For example, a Consultant in the Management Consulting team will self-assess against the following areas, which are detailed in our '**Team Competencies**'. These competencies serve as a constant frame of reference for our consultants at each grade to gauge where they are operating and where they can develop with respect to expected skills, competencies and behaviours.



Business  
Management



Data Analysis



Interpersonal  
Skills



Mindset



Risk, Compliance  
& Ethics



Consulting

# Professional Development

## Bespoke In-House Training

9

Career progression, professional development & welfare

Every year, our L&D lead holds a bespoke series of training days for our team. Our approach is underpinned by building a 'Strengths based' culture, which recognises every team member has a unique and powerful contribution. The programme is focused around; Build It, Improve It, and Lead It which develops core consulting skills, providing our team with a safe space for accelerated learning. These courses are being continuously developed to reflect the needs of our people and industry and provide an unparalleled client experience.

### 1: BUILD IT

Our Level 1 courses introduce consultants to a variety of client experiences to build their professional acumen, providing foundational knowledge in stakeholder and project management, how to effectively build their personal brand and enhance their communication skills, setting the stage for a successful consulting career.



### 3: LEAD IT

Our Level 3 courses are targeted toward our more senior consultants, empowering them to embrace the changing macroeconomic environment. Here they invest time in engaging with clients and developing high value propositions to support clients through status quo and through times of uncertainty.



### 2: IMPROVE IT

Our Level 2 series of courses focus on critical thinking, problem solving and continuous improvement through business simulations and digital tools. Consultants are eligible through the process to gain their Lean Six Sigma Green Belt certification having demonstrated their ability to apply the principles and evidence tangible results. Upon completion, consultants have the toolkit to engage deeply with clients and cultivate long-term relationships.



### 4: COMING NEXT

As we move into FY26, we are launching a firm wide initiative which the Management Consulting programme will sit within. The programme is entitled 'Relationships Matter' and framed around four themes: 1. Belonging and Contributing, 2. Personal Development 3. Professional Development 4. [External] Collaboration.



# Professional Development

## Additional Opportunities

9

Career progression, professional development & welfare

We recognise that development can be maximised through learning from our peers, supplementary education and holistic wellbeing-promoting offerings.

In 2024, we facilitated a secondment opportunity with Forvis Mazars' Restructuring and Insolvency team, aimed at enhancing the technical knowledge and skills of our junior staff and developing inter-team networks. During this period, the secondment team collaborated closely with the insolvency division of a major UK retail bank, assisting clients with various insolvency queries and requirements. This project was crucial for professional growth and development, helping team members to become well-rounded and versatile in their skills.

In recognition of development as a multi-faceted responsibility that stretches beyond professional undertakings, Forvis Mazars offers an array of opportunities to ensure holistic development and wellbeing for every individual:

- **Various clubs** - ranging from sport-orientated clubs such as basketball, badminton, football and climbing, to those centred around skills and hobbies such as Anime, Chess, and Book groups
- **Healthcare benefits** with Bupa such as partial medical cost coverage
- Free access to **'Calm'** – a leading mindfulness app
- **Mental Health First Aiders** training

“I found the project to be extremely valuable. It provided me with the opportunity to enhance my proficiency in complex systems and my resourcefulness in drawing narrative from numbers effectively. Additionally, I forged strong working relationships with colleagues at Forvis Mazars, contributing to our service line's goal of fostering increased collaboration”

**Davina Dinguana**

Consultant, Management Consulting  
Young MCA Vice Chair for Diversity and Inclusion



# Professional Development

## Additional Opportunities

9

Career progression, professional development & welfare

We recognise that development can be maximised through learning from our peers, supplementary education and holistic wellbeing-promoting offerings.

In January 2025, during our quarterly team strategy meeting, our Management Consulting team launched the **'Consulting Excellence Programme'**, a comprehensive professional development programme to **elevate the capabilities** of our consultants. This robust training is primarily delivered by senior leaders and subject matter experts in our team, and also integrates firm-wide and external training resources where appropriate.

The programme is specifically tailored for consultants in their first and second years of their careers. It focuses on the **essential skills, in-depth knowledge and professional behaviours** necessary for success. Participants will engage in a variety of interactive workshops and case studies, designed to enhance their **analytical, problem-solving and client management skills**.

Modules include:

- Purpose and Value of Management Consultants
- What is an Organisation?
- Problem Solving and Analytical Skills
- Communication and Relationship Building





“Becoming a Chartered Management Consultant has been a transformative milestone in my career. It not only affirms my dedication to excellence but also assures my clients that they are in safe hands. The process validated my expertise and commitment, providing clients with confidence in my ability to deliver impactful solutions and drive meaningful change within their organisations.”

**Helen Parker**

Partner, Management Consulting

# Professional Development

## Chartered Management Consultant (ChMC)

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Adoption of ChMC

We have an accredited ChMC programme which allows consultants to develop from their entry into their consulting career through to chartered level.

We support our consultants through their successful accreditation of the **Chartered Management Consultant (ChMC) Accreditation**. We currently have 6 consultants who have gained their Chartership status, and 3 currently on programme aiming to get their accreditation by August 2025, and will achieve their Chartership status in 2025. We have mapped the timelines for more consultants to be rolled onto the accreditation when their experience warrants this.

Each year, our programme is rigorously assessed by the **Chartered Management Institute (CMI)** to ensure that the values and competencies of the Chartership are being addressed throughout our programme. This ensures our programme meets the **highest standards of professional development**, equipping consultants with the skills and knowledge necessary to delivery exceptional value to clients.

We recognise that the Chartership process allows our consultants to reflect on their experiences in their careers and showcase this. All of our consultants who have gone through the Chartership process passed first time and thoroughly enjoyed the process.





“We are dedicated to ensuring Forvis Mazars is a place where people have a sense of belonging and pride, can make meaningful contributions, and be who they are. In doing so, we are building a culture that delivers better value for our clients and people alike.”

**Sonal Dhulashia**  
Director of People Experience





# Diversity & Inclusion

## MCA Principles

05

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We respect and embrace D&I and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients

12

We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels

13

We support industry efforts to improve progress on D&I, implementing best practice and monitoring the diversity of the consultancy sector workforce over time



# Diversity and Inclusion

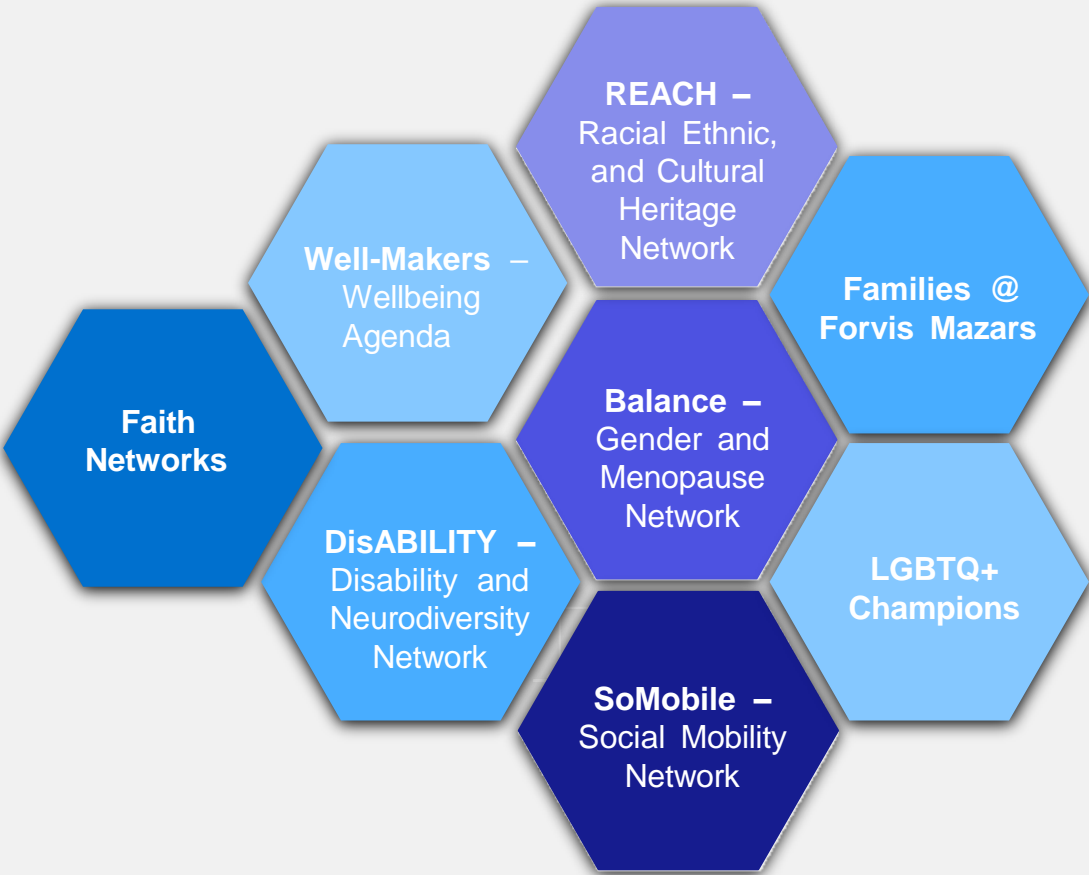
## People Networks

We are dedicated to ensuring Forvis Mazars is an organisation where people have a sense of belonging and pride, can make meaningful contributions, and be who they are. In doing so we are building a culture that delivers better value for our clients and people alike.

Through detailed action plans and collaboration with our people networks, we continuously work to understand, and share lived experiences of our team and embed inclusion across all of our people processes.

On a monthly basis, our people networks meet to form our Inclusion Alliance, which is chaired by Margaret Laidlaw (Partner, Head of People, and Member of the Exec) and Sonal Dhulashia (Director of People Experience). The alliance creates a direct communication forum with Senior Leadership and also empowers networks to input to policy changes, further supporting in dissemination to the wider firm.

All service lines also have a designated D&I Partner who meet with the Executive Sponsor every month to ensure our initiatives are embedded within Business Units across Forvis Mazars.



# Diversity and Inclusion

## Recruitment

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Diverse talent pool

We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels

We aim to embed diversity and inclusion into all that we do, fostering a culture of belonging and attracting diverse talent. Our early talent programmes form the very foundations of our future success, and we continually enhance our recruitment processes and early year programmes as our objective is to build the **next generation of diverse, motivated and purposeful professionals** to grow the firm of the future.

Our recruitment strategy is **collaborative, inclusive, transparent and supportive** targeting top talent across all levels (early careers and experienced hires). We review job descriptions for **gender-biased language**, simplify jargon and showcase our culture. We also developed an inclusive hiring module to support our hiring managers in their understanding of unconscious bias and equip them with the tools to interview and assess candidates fairly.

Our early careers processes, including our online assessments and annual training for interviewers, **are designed with occupational psychologists**. We ensure clarity into each stage and opportunities to speak to employees during assessment centres. **Constructive feedback is given to unsuccessful applicants** to help them learn from the process. Partnering with **Rare Recruitment** we consider the context of candidates' academic achievements and support individual needs with 1-1 discussions. We monitor progress through regular analysis of adverse impacts on diverse populations and through yearly reviews of our assessor and interviewer pools as we strive to achieve fair gender and diversity representation in those who make selection decisions.



We are thrilled to have been recognised in a number of external award rankings including **The Times Top 100 Graduate Employers 2025-26**, **The Top 100 Apprenticeship Employers 2024** and the **'Best 100 Student Employers' with Rate My Placement 2025-26**.



# Diversity and Inclusion

## Industry Efforts

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Industry Efforts

We recognise the importance of supporting the progress, monitoring and implementation of best practice diversity and inclusion in the consulting sector. Great people make great companies. That business maxim is as old as business itself and in the current economy, it carries even more weight.

Our aim is to build an inclusive firm to reflect our society and we proactively support various industry efforts to drive inclusivity at Forvis Mazars. This includes providing **work experience to students** from lower socio-economic backgrounds as part of our commitment to **Access Accountancy**, a collaboration of accountancy firms with the mission of providing equal opportunities in the accounting profession.

We have also launched an **insight programme** for first-year undergraduate students from underrepresented backgrounds, along with a virtual **work experience programme** in collaboration with **Springpod**. Our future talent programmes continue to offer opportunities for conversion to graduate opportunities and reaching a **diverse range of candidates** is crucial for cultivating a firm that reflects our society. To connect with and inspire new candidates who share our values, we have embedded our **Employee Value Proposition** across our recruitment activities and throughout our overall employee experience. This approach helps capture and celebrate **the unique culture** of our firm and the individuality of our people.

To market our roles, we work with external providers who place an importance on diversity to present our school leaver, undergraduate and graduate opportunities to specific diversity groups, for example through black heritage or gender-specific events and as a priority we **target universities and schools based on diversity of student populations**.





“In February 2025, our new leadership unveiled the firm’s four-year strategy refresh, with our sustainability pillars playing a pivotal role in our plans. Our approach to sustainability, reflects our forward-looking approach. We aim to create lasting positive change, not just for our people and clients, but for society as a whole.”

**James Gilbey**  
CEO, Forvis Mazars UK



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We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them





# Sustainability

## Our Strategy

At Forvis Mazars, we care deeply about doing what's right for our people, our clients and to help build a fairer and more prosperous world.

Sustainability is central to Forvis Mazars' overarching business strategy, with the development of a specific sustainability strategy which sits across every part of our business. We aim to support our clients in creating long-term value through responsible, inclusive and sustainable growth. This sets out how we intend to run our business to minimise harm and maximise our beneficial impact on our people, our clients, wider society and the environment.

It is built around **five strategic pillars**:

- Supporting clients on their sustainability journey;
- Reducing climate and environmental impacts;
- Community involvement;
- People at the heart of our development and;
- Integrity and responsibility.



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Sustainable Operations



# Sustainability

## Our Commitments

As a firm, we are focused on taking responsibility for our future. Our purpose continues to guide us and we are committed to making reasonable and demonstrated progress each year towards our 2050 global net zero carbon commitment.

### Integrity & Responsibility



We've reinforced our **quality assurance** by forming various quality boards and committees, enhancing the delivery of our **Quality Risk Management training**, increased the expertise within our **Ethics and Independence team**, and integrated new innovations into our tools for better quality information capture.

### Community Involvement



We've intensified our focus on social mobility and education by partnering with **IntoUniversity**, a UK charity addressing barriers to education and employment. We donated more than **£900,000** this year to the **Forvis Mazars Charitable Trust**.

### People Development



We continue to cultivate a more inclusive and diverse workplace fit for the future by, launching our **Wellbeing Framework** to promote a health work environment, joining the **Business Disability Forum**, and signing pledges for **menopause support** and **social mobility**.

### Environmental Impacts



We have committed to achieving **net zero emissions** across our business and value chain, bringing forward our target year to 2045. We also have achieved **ISO 14001 Environmental Management System certification** and enhanced our Travel Policy to encourage **sustainable travel choices**.

### Supporting Businesses



We have expanded our **thought leadership** and continued supporting the development of **sustainability standards** and guidance through external panels. We have also broadened our research and understanding of **sustainability priorities** of businesses, reaching over **1,700 C-Suite leaders** in our C-Suite barometer report.

# Key Contacts



**Alan Frost**

Partner,  
Head of Management  
Consulting

**MCA Role:**  
Council Representative

[Alan.Frost@mazars.co.uk](mailto:Alan.Frost@mazars.co.uk)



**Christian Fell**  
Director

**MCA Role:**  
ChMC Contact &  
Public Sector Working  
Group Representative

[Christian.Fell@mazars.co.uk](mailto:Christian.Fell@mazars.co.uk)



**Merel Jansen**  
Manager

**MCA Role:**  
Day-to-Day Contact &  
MCA Comms  
Representative

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**MCA Role:**  
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Women in  
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Representative

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Representative

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