



With you for what's next

2026 essentials

forv/s
mazars

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Helping you prepare for what's next

At Forvis Mazars, our focus remains on strengthening the capabilities that matter most to clients: quality, trust and continuity. With political uncertainty, trade barriers and regional tensions continuing to create volatility for all businesses, our client-experience approach is guided by common principles that shape how we serve – we listen to understand, we are responsive and we collaborate to deliver value. This is how we help you prepare for what's next.

By design, we are built to make international work seamless for our clients, while tailoring our approach to local needs, sectors and regions. Our governance and strategic priorities are aligned across markets, enabling us to assemble the right teams, share tools and scale expertise quickly so clients receive consistently high standards wherever they operate.

Technology and talent are central to our client promise. We invest close to 10% of our total gross margin in innovation and R&D alone – excluding IT and training – demonstrating a strong commitment to the collective development of our client offering, including 60+ digital tools that speed up collaboration, improve insight and enhance quality. This means our clients benefit from a faster, more joined-up service, with expertise supported by secure, modern infrastructure.

Our purpose is to help build the economic foundations of a fair and prosperous world by caring for the success of our people and clients, the health of financial markets and the integrity of our industry. This means stewardship and long-term value creation underpin our work. As such, over the past 12 months, we have continued to strengthen our sustainability strategy. For instance, we have progressed our carbon reporting and rolled out country-level action plans aligned to SBTi targets, and our community impact weeks demonstrate our commitment to positive social outcomes. For clients, this translates into practical support to meet regulatory expectations, investor demands and stakeholder scrutiny.

Quality, risk management and ethical standards remain non-negotiable. Over the past year, we have enhanced quality frameworks and upgraded whistleblowing procedures, raising the bar across all service lines, not just regulated areas. Our focus remains on evolving and improving – not just meeting standards. Our newly created Robert Mazars Institute has been designed to safeguard, nurture and promote the Forvis Mazars culture of excellence, fostering programmes that drive consistent behaviours across the firm, ensuring unmatched client service and clear accountability.

We recognise the competitive pressures reshaping our industry – consolidation, private capital and new entrants – but our partnership structure preserves long-term stewardship and independence for our clients. That stability allows us to prioritise investments that deliver lasting client value rather than short-term returns.

In a context of ongoing uncertainty, our global integrated partnership – built on sustained investment, unified standards and a people-centred culture – places us in a strong position to help you navigate what comes next, support your transformation and deliver lasting value with agility.



Pascal Jauffret
Group Chief Executive Officer

Who we are At a glance

Forvis Mazars is a global leader in audit & assurance, tax, advisory and consulting services. Operating in over 100 countries and territories, we deliver the insight you need to prepare for what's next. Combining global reach with deep local knowledge, our teams work alongside yours to provide consistent, seamless services tailored to your sector and region.

Our 40,000+ strong team is committed to giving you an unmatched client experience that feels personal and practical. We build a deep understanding of your industry, bring clarity to complex issues and help you act with confidence. We create solutions with you and for you – listening closely to design pragmatic, fit-for-purpose outcomes.

Our professionals have the skills and experience to support organisations of all sizes, locally and globally, now and into the future. Guided by integrity, we foster lasting relationships with our people, clients and communities – focused on delivering results that matter to you.

€5bn+
revenue

100+
countries and territories

40,000+
professionals

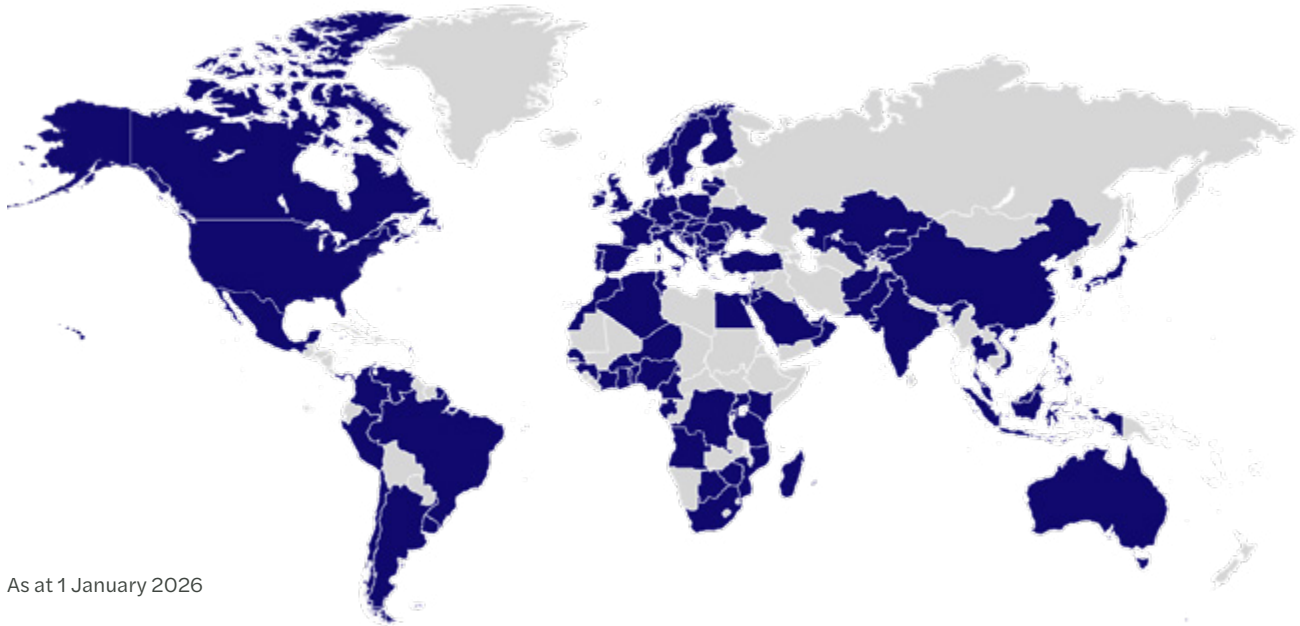
1,800+
partners

Combined global figures as at 31 August 2025 (including ZhongShen ZhongHuan in China).

Who we are

Global scale, local insight

Our global footprint



As at 1 January 2026

■ Forvis Mazars

Forvis Mazars is the brand name for the Forvis Mazars global network (Forvis Mazars Global Limited) and its two independent members: Forvis Mazars Group SC, an internationally integrated partnership operating in over 100 countries and territories, and Forvis Mazars, LLP in the United States.

Who we are

The Forvis Mazars way

At Forvis Mazars, we believe in building solutions with and for our clients. We are nimble entrepreneurs, driven by anticipating what's next. We listen to our clients' unique needs to create tailor-made solutions.

Our worldwide scale means we are everywhere you need us, combining a global perspective with local understanding to offer seamless support across borders. Above all, we are trusted, guided by integrity to build lasting relationships with our people, our clients and the communities we serve.

Forvis Mazars is a global network, with deep local presence in over 100 countries. We operate as one brand while member partnerships retain local ownership and accountability, enabling consistent cross-border teams and standards without sacrificing regional autonomy. This hybrid structure lets us mobilise the right specialists quickly and invest a meaningful proportion of fee income in systems, training and platforms to deliver seamless, secure and practical solutions.

For clients, this means predictable, joined-up delivery on complex international matters, access to multidisciplinary teams spanning audit & assurance, tax, advisory and consulting, and a partner that prioritises long-term stewardship and sustained investment in capability.



Who we are

At your service

Forvis Mazars is built to deliver robust, nuanced and individual answers for each and every one of our clients.

Our capabilities deliver the services clients need to grow, comply and transform. Our multidisciplinary model draws on an international talent pool and industry specialists to provide bespoke, relevant solutions that reflect regulatory, technological and commercial realities. Our core services, supported by our expertise centre for sustainability, are:

Audit & assurance

Consulting

Financial advisory

Legal

Outsourcing

Tax

Our international industry communities bring together specialists from around the globe so we can anticipate sector trends, tailor insights and act quickly on opportunities and risks specific to clients' markets. We deliver deeper value by combining sector expertise with local context across:

Consumer

Energy & infrastructure

Financial services

Life sciences

Manufacturing

Private equity

Public & social sector

Real estate

Technology, media & telecommunications

The Forvis Mazars experience

Everyone at Forvis Mazars has a shared commitment to providing a truly unmatched client experience, one that feels right, personal and natural to each and every one of our clients. Our client service principles are rooted in three core actions:

- 1. We listen to understand:** to keep our clients front of mind, we invest time and resource into getting to know them, both as individuals and as businesses.
- 2. We are responsive:** all members of our teams, regardless of seniority or title, are expected to be responsive to our clients' needs at all times. Time and again, our clients tell us this is one of the things they value most.

- 3. We collaborate to deliver value:** as individuals, we each have unique skills and knowledge, but as a team we are even more effective. This team mentality is a foundation stone of long-lasting client relationships.

Our formal client feedback programme puts our clients' voices at the heart of everything we do. By actively listening to our clients, we gain insights that help us enhance our services and deliver an even better experience. This ongoing dialogue enables us to stay responsive, adapt to evolving needs and build strong, trusted partnerships.



Who we are

What makes us, us

We pride ourselves on being a different kind of firm. One that contributes to 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 profession.

Our values guide us in everything we do: how we work with our clients, how we empower our people and the role we play in our communities. They translate into concrete behaviours and actions, and are woven into the fabric of our DNA.

Integrity

Technical excellence

Responsibility

Independence

Diversity and respect

Stewardship

The Robert Mazars Institute

Established in 2025, the Robert Mazars Institute's mission is to sustain and transmit our culture across the firm.

The Robert Mazars Institute focuses on four key roles:

- Disseminating our culture
- Developing our talent
- Hosting our commitments to society
- Advancing our research and development

To achieve this, the Institute drives flagship projects, including our client service playbook, which sets out our client service principles and the behaviours expected from our people to drive exceptional experiences. It also oversees the Forvis Mazars community impact weeks, which are designed to highlight and inspire local community engagement on a global scale. The latest programme that bears the Institute's label is our 'blueprint' – an interactive guide to what makes us, us – for everyone at Forvis Mazars.

Who we are

Insights to drive your business

As a knowledge-driven organisation, we conduct regular studies into the markets we serve and publish findings on our website. Over the past year, we have released reports on cyber security, private equity, sustainable AI and fraud prevention, for instance – and we offer these insights to help clients anticipate risk and seize opportunity.

Each year, we publish our flagship C-suite barometer, a global study that gathers the views of executives from all over the world, giving us valuable insight into key topics on their agenda, the trends and transformations they expect to impact their companies, the challenges and opportunities they are facing and their outlook for the year ahead.

In January 2026, we published our latest barometer, sharing insights from more than 3,000 leaders across 40 countries. The results uncovered a business world embracing change, investing in technology and people, and reimagining strategies to stay ahead of disruption and competition. The 2026 study found that C-suite executives face a global paradox: while global uncertainty and disruption have led to a dip in overall revenue growth, abundant opportunities arise from these challenges, and leaders are confident they are building organisations ready for what's next. Success now rests on adaptability as much as ambition.

Trends shaping executive agendas

Economic trends (38%) and increased competition (31%) are among the factors expected to have the biggest impact on businesses, but artificial intelligence emerges as the boardroom's top priority: 40% of C-suite executives expect AI to have the greatest impact on their business over the coming year. While it may continue to dominate the conversation, it is, and should be, part of a broader approach to transforming business through technology.

Technology transformation remains the ultimate priority for C-suite executives, but it's only part of the strategy. Intensifying competition and the shake-up to global trade are also reshaping strategic agendas for business leaders worldwide. As they pursue growth, plans to expand internationally are being revised and business models adapted to tackle intensifying competition and overcome mounting tariff pressures.

You can find more insights from our C-suite barometer to support your strategic plans and growth ambitions at forvismazars.com/group/insights.

Factors expected to have the biggest impact on business according to the C-suite:

40%
identify AI

38%
economic trends

31%
increased competition



Shaping the future of our industry

We engage constructively with policymakers and standard setters to protect the public interest and support high-quality assurance frameworks. Oversight of our public policy work sits with the Director of Public Policy, who reports to the Group Executive Committee, ensuring clear accountability and alignment with our values. We contribute expertise to international and regional forums, respond to consultations and work with regulators to shape practical, proportionate reforms that strengthen audit quality, sustainability reporting and market

confidence. Our input is guided by a few simple principles – transparency, independence and the long-term public interest – and is publicly available on our website and through the institutions we work with. For clients, this means we actively help create clearer standards, fairer market structures and better choice of auditors – actions that support reliable reporting, reduce systemic risk and foster the trust that underpins capital markets.



Impact in action

In a world of rapid social, environmental and economic change, sustainability is not optional – it is the foundation of resilience and lasting growth. Forvis Mazars treats sustainability as a core business priority because it supports both our evolution and the meaningful progress of our clients, while also playing an important role in their reputations, regulatory compliance and access to capital.

We believe growth only counts if it supports sustainable development and leaves a positive legacy. That belief shapes how we operate and, importantly, how we serve clients. As legislation and stakeholder expectations evolve, we work side by side with clients to anticipate change, strengthen ESG foundations and transition to more sustainable business models. Many clients are already making meaningful progress, and we help scale those efforts into measurable outcomes.

Our Group focus – on the environment, people, communities and trusted stakeholder relationships – is translating into measurable progress. We are advancing our net zero pathway through SBTi-validated targets, improving GHG reporting and rolling out country-level action plans. We also use these capabilities to support clients in meeting reporting requirements and responding to investor scrutiny. Prioritising an inclusive, people-centred culture and community engagement informs our approach to talent, supplier relationships and local impact.

Responsible client acceptance and robust governance remain central, ensuring we advise organisations aligned with high ethical standards. This protects client and firm reputations and reinforces trust across transactions and partnerships.

By embedding sustainability into strategy, reporting and operations, we stay true to our founding principles and support clients in meeting obligations, managing risk and seizing opportunities that build resilient, future-ready businesses.

“Looking ahead, our path is clear: stay true to our purpose, deepen our impact and help clients and people create long-term value.”



Soumyanetra Mondal
Group Head of Corporate
Sustainability

Impact in action

Progressing our climate commitments

Forvis Mazars is deeply engaged in transforming our firm for a more climate-resilient future. We have committed to achieving net zero emissions across our value chain by 2044/2045, with near-term commitments to cut scope 1 and 2 emissions by 64% by 2029/2030 and by 95% by 2037/2038. These targets are in full alignment with the Paris Agreement.

In September 2024, our targets were approved by the Science Based Targets initiative (SBTi), the world's authority on corporate climate action. Progress has already been made in implementing Group-wide policies to achieve these reductions.

Given our structure – with member firms operating independently across more than 100 countries – we apply a hybrid model: Group-level principles, SBTi-aligned targets and guidance, with country-level plans tailored to local infrastructure and resources. This bespoke approach ensures measures are practical and implementable while enabling collective progress across the organisation. Sustainability ambassadors coordinate locally with finance, HR and communications to translate strategy into actions that reflect each country's context.

Our climate plan in action

Our transition plan focuses on the main emission sources and deploys targeted measures:

- **Scope 1** – transitioning to electric and hybrid vehicle fleets, facilitating access to electric vehicle charging infrastructure and phasing out natural gas.
- **Scope 2** – improving energy efficiency and increasing renewable energy in electricity and heating where possible.
- **Scope 3** – decarbonising the supply chain, reducing business travel through behavioural change and low-carbon transport options, and improving waste management.

We are still in the beginning stages of our environmental transformation. Our baseline is 2022/2023, and the progress achieved so far reflects this transitional phase. After a period of growth, our emissions profile is stabilising and actions are starting to show impact.

In 2024/2025, gross scope 1 emissions were down **15%** from the baseline, with combined scope 1 and 2 emissions down **3%**.

Two concrete drivers of this improvement are the growth of electric and hybrid vehicles in our fleet – now **66%** (up from 51% in 2022/2023) – and increased renewable electricity usage, which has risen to **38%** (up from 33% in 2022/2023).

These tangible shifts demonstrate the early effects of our measures and provide a platform for further progress. However, we remain conscious of the complexity and long-term efforts that lie ahead to address scope 3 emissions, our most material scope. At present, these emissions are 2% higher than our baseline, highlighting the need for sustained action and strategic focus.

For complete information about our sustainability targets, metrics and progress, browse our Impact and transparency report 2024/2025 here: forvismazars.com/group/annual-report-2024-2025.



People are central to everything we do – their wellbeing, development and sense of belonging determine the quality of service we deliver to clients.

We invest in a supportive, equitable and inclusive workplace that gives colleagues the tools, pathways and freedoms to grow and build meaningful careers that deliver sustained client value – all underpinned by our Group code of conduct, which lays the foundations of a values-based culture of integrity, responsibility, diversity & respect, independence, technical excellence and stewardship.

A flexible, fair and safe culture

We prioritise work-life balance, family leave and equal treatment, and we pursue gender equity and equal pay through systematic review of structural pay drivers. Flexible working is core to wellbeing and retention.

Policies are in place across 73 countries, covering 95% of our workforce, with a target to extend flexible arrangements to all employees by the end of 2028.

To safeguard diversity, equity and inclusion, our strategy focuses on reducing bias in hiring and promotion, and supports representation targets – including increasing the percentage of women in succession pipelines and partner roles. Training and tools to address unconscious bias are deployed alongside policy and governance to create safe, discrimination-free workplaces.

Recognising employees as critical stakeholders, we actively engage with them to understand their interests, expectations and concerns.

The latest edition of our annual global people survey, launched in October 2025, covered 75 countries and achieved a participation rate of **78%**, with more than 28,000 employees responding. From this, we know that **78%** (+2 percentage points vs 2024) of respondents confirmed that they are proud to be a part of the Forvis Mazars Group adventure.

Building a more inclusive workplace

- Women represent **50%** of our Group Executive Committee
- **80%** of our team feel they can be themselves at work, according to our 2025 people survey
- **51%** of our people are under 30 years old

Impact in action

Empowering our people

Learning, mobility and leadership

Our employer value proposition – ‘Grow. Belong. Impact.’ – encapsulates our offer to talent: training and development, international exposure, supportive leadership and purposeful work that builds careers and capability.

Continuous learning drives our technical quality and client outcomes. We maintain comprehensive training catalogues mapped to roles and career stages, spanning technical, digital and soft skills. In 2024/2025, over 500 participants attended leadership programmes at our corporate university, which runs 20 leadership tracks from pre-partner to executive levels.

Colleagues seeking international exposure can access a range of mobility opportunities: short-term assignments (two to six months) via our MOVE and Flyer programmes, long-term placements (three to five years) or permanent transfers. In 2024/2025, we organised around 50 MOVE assignments across regions and service lines, alongside numerous mid- to long-term secondments and permanent transfers.

The Flyer programme in particular gives auditors the opportunity to join teams in other countries, share expertise and gain new perspectives. Through assignment-based collaboration, this programme helps enrich learning, build international capabilities and strengthen audit quality.

Recognised as a great place to work

In 2024/2025, Forvis Mazars earned multiple regional recognitions for workplace excellence. Highlights include:

- Most Amazing Places to Work (Brazil)
- Best Places to Work (Central & Eastern Europe and Central Asia)
- HR Asia Best Companies To Work For (Thailand and Singapore)
- Top 100 Graduate Employers (United Kingdom)
- Great Place to Work certification (Qatar, Japan and the Philippines)
- Top 100 employers ranking (Spain)

These awards reflect strong employee engagement, robust people programmes and the impact of our learning, inclusion and wellbeing initiatives across the network.

To read more about life at Forvis Mazars and the employee experience, visit: careers.forvismazars.com/awards.

Spotlighting outstanding projects and team achievements

The Forvis Mazars Impact awards were established in 2022 to celebrate outstanding projects and achievements from colleagues across the Group. Every year, these awards recognise creative work that delivers measurable benefit to the firm, clients and communities, honouring teams that have demonstrated notable impact in three categories – brand & market profile; sustainability & people excellence; and transformation & future readiness.

Impact in action

Creating positive change

Forvis Mazars is committed to making a positive, lasting contribution to the communities in which we work – leveraging our resources and skills to address local social challenges, with a strong emphasis on access to quality education.

Over the past year, we supported community development projects in 62 countries through financial donations, volunteering, pro bono work and employee engagement initiatives, demonstrating how global scale and local focus come together to create impact.

Connecting purpose and impact

We encourage our colleagues across the firm to volunteer for causes that create tangible impact. In June 2025, more than 1,500 employees in 24 countries came together as part of our community impact weeks to support education, protect the environment and promote health and wellbeing in their local communities.

In the 2024/2025 financial year

15,500+

Total volunteering hours

4,000+

Employees engaged in volunteering, pro bono and other initiatives

5,000+

Total pro bono hours

€3m+

Total monetary donations to community initiatives worldwide

58

Countries with volunteering, pro bono and other employee engagement initiatives

For complete information about our community involvement metrics and progress, browse our Impact and transparency report 2024/2025 here: forvismazars.com/group/annual-report-2024-2025.

Impact in action

Creating positive change

Local choice, global support

We recognise that social needs differ by region, so our approach combines Group guidance with locally defined priorities. Sustainability teams in each country identify the causes that will deliver the most meaningful and sustainable benefits, and local initiatives are supported by finance, HR and communications to ensure alignment and scale.

Education is central to our community work because it unlocks long-term opportunity. Our initiatives are tailored to regional needs – from building schools and supplying digital tools and educational resources to mentoring and literacy support – all designed to reduce inequalities and expand access to learning.





Impact in action

Creating positive change

Examples of community projects in 2024/2025

- **Colombia:** Our collaboration with the Soy Oportunidad Foundation, training and equipping 60 single mothers with digital and business skills and providing computers to support employment opportunities.
- **France:** Our partnership with Télémaque, funding 12 students and providing 12 corporate mentors who offer monthly cultural and academic guidance.
- **Hungary:** Ongoing support for the Romaversitas Foundation, including laptop donations to help Roma students access digital learning and improve progression rates.
- **Ireland:** Volunteers supported the Kinia Reading Buddy Programme, helping children develop literacy and reading confidence.
- **Indonesia:** A partnership with LP4Y offering internships, workshops and mock interviews to young people facing extreme poverty, improving employability and confidence.
- **South Africa:** A partnership with the African Eye Institute that delivered free vision screening and spectacles to disadvantaged learners, removing barriers to classroom learning.

To learn more about our social engagements and how we work to benefit communities around the world, visit: forvismazars.com/group/community-impact.

Impact in action

Putting sustainability to work for your business

Navigating uncertainty around sustainability regulations and climate realities presents a dual challenge for businesses: meeting obligations and safeguarding long-term performance. To help organisations succeed, Forvis Mazars brings together sustainability specialists across 60+ countries, delivering tailored solutions that combine strategy, transformation, reporting and assurance with practical digital tools and regulatory insight.

What we offer:

- **ESG strategy and transformation** – identifying material issues, embedding non-financial data into decision-making and updating governance to turn sustainability into cost-optimising, value-creating action.
- **Climate and nature** – end-to-end carbon accounting, decarbonisation and transition planning, scenario-based risk assessments and biodiversity management aligned with global standards.
- **Responsible value chain** – due diligence, transparency and traceability solutions to manage social and environmental risks and meet emerging rules such as the Corporate Sustainability Due Diligence Directive, EU Deforestation Regulation and Carbon Border Adjustment Mechanism.
- **Sustainable finance** – green bond verification, ESG due diligence and advisory

to help secure preferential financing and build investor confidence.

- **Sustainability reporting and assurance** – support for IFRS Sustainability Disclosure Standards (IFRS SDS), the European Sustainability Reporting Standards (ESRS) and the Global Reporting Initiative (GRI), and independent assurance on the Corporate Sustainability Reporting Directive (CSRD), carbon footprints and ESG KPIs, using our Sustainability Assurance Methodology.

Our approach is practical and multidisciplinary – we assemble a team of sector specialists to directly address our clients' specific needs and deliver measurable outcomes, including clearer reporting, stronger governance, reduced risk and access to sustainable capital.

Learn more about our sustainability services here: forvismazars.com/group/sustainability.

Creating positive impact with Orbico

Orbico Group, a leading distributor operating in 25 markets, sought support to measure its greenhouse gas emissions and define a credible path towards net zero. To support this ambition, Orbico partnered with Forvis Mazars to further develop its decarbonisation strategy and conduct full-scope GHG accounting for the third consecutive year.

We delivered an end-to-end decarbonisation programme using our in-house emissions calculator to streamline data collection, execute calculations and generate actionable insights. The engagement included a detailed analysis of business activities to determine boundaries and emission categories, as well as the development of an SBTi-aligned net zero roadmap with short-, medium- and long-term targets, KPIs and prioritised actions. We also supported Orbico with access to a SaaS platform for ongoing monitoring, reporting and analytics, strengthening data integrity across markets.

Impact in action

Governance that protects client confidence

Forvis Mazars Group operates as a single integrated partnership, united by common ambitions and a shared vision. Our values act as the moral framework for our daily work and remain central to our growth and success with our clients. Our partners are shareholders of Forvis Mazars Group SC and vote through the General Assembly of Partners on strategic matters, ensuring collective accountability and transparent decision-making.

Two elected bodies steer the Group – the Group Governing Board (GGB) and the Group Executive Committee (GEC) – each serving four-year terms. The GGB has the broadest powers, approving the strategic plan and annual budget proposed by the executive team. As of 31 August 2025, the GGB comprised 15 members – ten men and five women – including two independent external members.

The GEC is the Group’s executive body, responsible for day-to-day management and operational delivery. As of 31 August 2025, the GEC comprised ten members – five women and five men – including three non-elected members.

Business conduct and quality assurance

Our shared values underpin our Group code of conduct, which guides ethical decision-making and professional behaviour across jurisdictions. Quality, risk management and culture are governed centrally to ensure consistent standards. The Group Chief Quality and Risk Officer sits on the GEC and chairs the Group Quality and Risk Management Committee, holding ultimate accountability for embedding a strong quality mindset. The Group Quality Culture and Ethics Committee supports this work, driving behaviours that maintain compliance and public trust.

This governance model delivers informed oversight, clear accountability and consistent quality across 100+ countries, so clients benefit from disciplined, transparent governance, robust risk controls and an organisational culture committed to independence, technical excellence and ethical conduct.

Preventing or detecting corruption and bribery

Forvis Mazars maintains a zero-tolerance approach to bribery, corruption, extortion and embezzlement – conduct wholly inconsistent with our public interest mandate and Group code of conduct. Our Group Anti-Bribery and Corruption Policy, aligned with EU rules and the UN Convention against Corruption, sets mandatory minimum standards for all member firms and personnel. It requires robust internal controls, accurate financial records and pre-approval checks before offering or accepting anything of value. Suspected breaches can be reported via whistleblowing channels for independent investigation. The policy protects staff who refuse improper requests, even at the cost of lost business.

Data privacy and information security

The Group treats data protection as both a legal obligation and a core duty of care. All member firms must comply with the Group Personal Data Protection Policy and Group Information Security Policy – frameworks aligned with GDPR and recognised international standards. We protect client and employee data through mandatory training, regular policy reviews, robust technical controls and incident-response plans. Privacy notices and clear contact points are included in engagement communications so clients understand their rights and can raise concerns via their relationship lead. These measures ensure resilient handling of sensitive information and maintain trust in our services.

A resolute focus on quality and risk management

Quality and risk management (Q&RM) is a strategic priority for Forvis Mazars. More than this, it is central to protecting client interests and ensuring consistent delivery across 100+ countries and territories.

Our Group Q&RM Committee, chaired by the Group Chief Quality and Risk Officer and accountable to the Group Executive Committee, sets the Group Q&RM framework, monitors key risks and drives a quality culture that benefits clients through reliable, high-standard service.

Five dedicated Q&RM functions translate policy into practice – culture, methodology, independence & acceptance, quality management and risk management. Each function is overseen by a committee and supported by Group resources and country teams, ensuring coherent guidance and local implementation. This structure is supported by a Q&RM operations team, underpins consistent methodologies for audit and sustainability assurance, and supports member firms with consultation, training and operational tools. For engagements subject to US regulatory frameworks, we operate a US Desk function to drive consistent quality across member firms.

“We embed quality and integrity at the heart of everything we do. We’re not just meeting standards, we’re working constantly to strengthen, evolve and improve our frameworks, processes and tools.”



Jo Connolly

Group Chief Quality and Risk Officer
and Member of the Group Executive
Committee

For complete information about our quality management and compliance, browse our Impact and transparency report 2024/2025 here: forvismazars.com/group/annual-report-2024-2025.

A resolute focus on quality and risk management

International standards, local delivery

Our Group system of quality management (SoQM) provides the foundation for member-firm SoQMs for both audit & assurance and non-assurance services. Our Group SoQM has been designed to meet the requirements of ISQM1, while our non-assurance services quality framework is controls-based and ISQM1-inspired. Member firms supplement the Group framework to meet local regulatory requirements and address specific risks, giving clients the reassurance of international consistency combined with appropriate local controls.

Forvis Mazars Group's system of quality management



The Group maintains a robust annual internal inspection programme, which applies a risk-based approach to overseeing consistent delivery of quality engagements by member firms. The Group-led inspection programme covers both full SoQM reviews (23 conducted in 2024/2025) and engagement file reviews (80 conducted in 2024/2025). The Group-led engagement reviews are supplemented by additional local engagement quality reviews, which provide an objective, real-time assessment of key judgements. Reviews are conducted by approved reviewers independent of the design and implementation of the SoQM, bringing senior experience and technical scrutiny to critical matters.

Leadership, culture and speaking up

Our Group code of conduct is reinforced by mandatory trainings, but more than this, it is the responsible leadership shown by our partners that really makes the difference – embedding ethical behaviour and accountability. We emphasise two-way communication to encourage speaking up, helping detect and address issues early to protect clients. This is further supported by a Group whistleblowing procedure, which provides confidential and independent investigation of all issues raised.

A resolute focus on quality and risk management

Integrity at our core

Acting with integrity and maintaining independence are part of the DNA of our business and our people. We can only become the firm we aspire to be and deliver value to our clients and stakeholders if independence remains one of our core credentials. We continue to strengthen our structure by investing in top professionals in this area and exploring safe opportunities enabled by technology.

A common ethical baseline

Regulatory expectations around independence are rising and vary by jurisdiction. To provide clarity and consistency, we maintain a Group code of conduct for objectivity and independence (CCOI), aligned with the IESBA Code of Ethics and supplemented by specific Group requirements. Member firms adopt local policies where necessary to meet additional legal or regulatory obligations, together forming the ethical backbone of our quality system.

The Group Independence and Acceptance Committee (GIAC) oversees the conceptual framework and monitors compliance across the Group. In 2025, we appointed a Group Ethics and Independence (E&I) leader to consolidate expertise and drive alignment of ethics and independence programmes with international best practices. The E&I leader works closely with country counterparts to translate guidance into practical implementation.

Identifying and mitigating conflicts of interest

Conflicts of interest may create a threat to our objectivity and compromise the fundamental principles of our ethical framework. At client level, we use WeCheck – our global independence-checking tool – to surface potential issues and conflicts of interest across client relationships. The tool

cross-references data on sanctions, fraud, money laundering, beneficial ownership and other risk indicators to inform acceptance decisions. Where threats are identified, teams consider safeguards to eliminate or reduce them to acceptable levels, applying escalation protocols as required by entity type and regulation.

For personal and professional conflicts, the CCOI sets our Group standards and requires member firms to implement appropriate safeguards and local policies. This combined model of Group standards, country execution and proactive monitoring helps preserve objectivity and supports sound professional judgement.

Our approach ensures independence is actively managed – protecting client interests, preserving impartiality in our work and sustaining the public confidence that underpins our profession.

A resolute focus on quality and risk management

How we deliver outstanding service

Delivering consistently high-quality engagements is central to how we serve clients – it protects their interests, supports confident decision-making and upholds regulatory trust. Engagement partners lead this effort, taking responsibility for planning, resourcing and client engagement, and remaining closely involved from strategy through to delivery.

Internationally consistent methodologies

We have developed international intellectual resources, which are supplemented locally by member firms and supported by guidance materials and Group tools. These consistent methodologies enable our teams to consistently deliver a high-quality service to our clients, especially for audit and sustainability assurance engagements.

Clear expectations at every stage

- Planning – partners set engagement strategy, engage with clients, secure suitably qualified teams and agree realistic budgets and timetables.
- Execution – teams manage client relationships, resolve queries and apply required methodologies, policies and standards.
- Finalisation – partners review conclusions, approve deliverables and present findings to client management.

The quality of our engagement work is a collective responsibility. Work by junior colleagues is directed, supervised and reviewed by experienced staff to maintain standards. Engagement documentation must be complete and timely so an independent reviewer can follow the work performed and the reasoning behind conclusions. Records are stored securely to meet legal and regulatory requirements.

Judgement, scepticism and escalation

Teams apply professional judgement and scepticism throughout engagements, staying alert to bias and testing assumptions. For complex matters, formal consultation routes and technical experts are available. Member firms use defined escalation procedures to resolve differences of opinion and involve Group oversight when necessary.

Scaling our transformation



We empower our teams to transform the way they work on a daily basis by providing them with a robust and secure technological foundation as well as the latest digital efficiency tools. This is fundamental to our promise to deliver the highest quality to our clients and help them prepare for the next steps in their growth journey. Group policies and standards guide this change to ensure safety and consistency across our organisation.

Audit innovation and Atlas NextGen

Group Audit and Assurance Innovation develops digital audit solutions and an integrated toolset to improve quality, efficiency and oversight. Atlas NextGen – our core end-to-end audit platform – has introduced streamlined workflows, enhanced audit trails, improved review processes, sector-specific content and tighter integration with our audit ecosystem. Annual penetration testing maintains certifications and platform resilience.

Client collaboration through Signals

Signals, our international client portal, centralises collaboration and secures client data across engagements. Ongoing enhancements streamline client interactions and support regulatory compliance while delivering a consistent experience across jurisdictions.

Responsible AI and governance

We treat AI as an accelerator and as a responsibility. The Group AI Committee works with the Group Q&RM function to approve and govern AI tools through a formal risk assessment process, covering generative and agentic use cases and their environmental impact.

Service-line-led transformation

Each service line defines its own transformation roadmap, leveraging domain expertise to drive relevant digital change. Cross-service forums share best practice to scale successful initiatives globally.

Skills, security and data privacy

A continuous digital skills curriculum trains staff on core tools up to advanced AI topics, while mandatory cyber security training reinforces resilience. Group-wide information security and data privacy requirements, aligned with recognised standards, protect client and firm information.

Our sustained growth



Our 2024/2025 results demonstrate the commercial strength of our integrated model – and what that means for clients: scale, sector depth and the resources to support complex, unique needs across the globe.

Forvis Mazars Group figures

€2.7bn

fee income

8.4%

organic growth

-0.5%

exchange rate impact

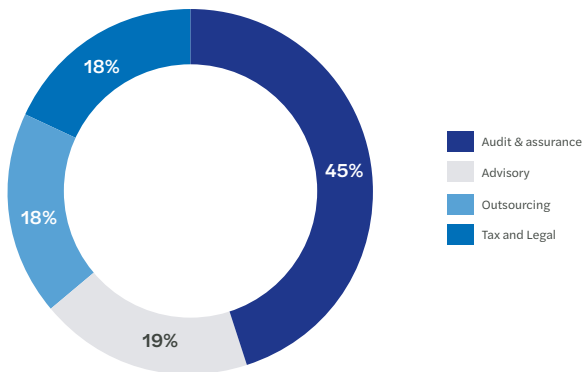
8.3%

year-on-year growth

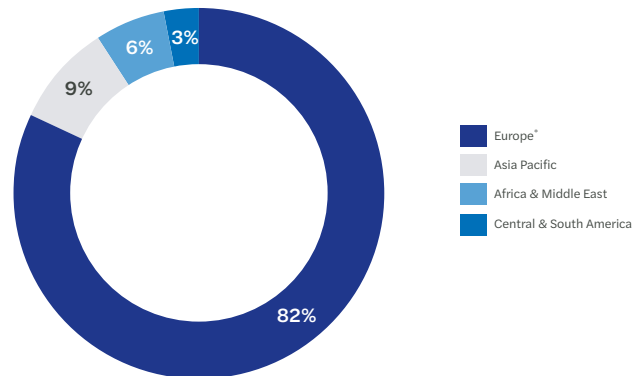
0.4%

external growth

Revenue by service line



Revenue by region



These figures cover 1 September 2024 to 31 August 2025 and exclude Forvis Mazars US and ZhongShen ZhongHuan in China.

* Data under Europe includes Bermuda, Canada and the Cayman Islands.



What's next

We hope you enjoyed this brief introduction to Forvis Mazars, our values and the services we offer.

For comprehensive information about our 2024/2025 results, as well as our sustainability performance and our commitment to quality and risk management, download the full Impact and transparency report: forvismazars.com/group/annual-report-2024-2025.

With the professional services industry in a period of profound change, we take enormous pride in the firm's long-held model. We have maintained an internationally integrated partnership structure that has delivered for the past 30 years, for our firm, our people and the public good; we have no plans to change in the future. This is a deliberate, long-term choice that provides unmatched advantages in quality, stability and value for our clients.

Guided by our values and supported by strong governance, we remain focused on serving the public interest, supporting our people and driving our clients' durable success – whatever comes next.

To learn more about our teams and services, and how we can drive growth and positive results for your business, visit our website, forvismazars.com/group.

Contacts

Véronique Ryckaert

Member of the Group Executive Committee and
Group Governing Board,
Forvis Mazars Group
veronique.ryckaert@forvismazars.com

Lorraine Hackett

Chief Brand and Communications Officer,
Forvis Mazars Group
lorraine.hackett@mazars.co.uk

Forvis Mazars Group SC is an independent member of Forvis Mazars Global Limited, a leading professional services network. Operating as an internationally integrated partnership in over 100 countries and territories, Forvis Mazars Group specialises in audit, tax and advisory services. The partnership draws on the expertise and cultural understanding of over 40,000 professionals across the globe to assist clients of all sizes at every stage in their development.

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