

Annual Report 2020



FINDING
OUR PURPOSE
THROUGH
ADVERSITY

CONTENTS

Section 1 About Mace

- Our purpose [page 6](#)
- What we do [page 8](#)
- Our sectors and services [page 10](#)
- Our international presence [page 11](#)

Section 2 Reflecting on 2020

- 2020 at a glance [page 14](#)
- Chairman's foreword [page 16](#)
- CEO statement [page 18](#)
- CFO statement [page 22](#)
- Our Executive Board [page 24](#)
- Our response to COVID-19 [page 26](#)
- Our 2026 business strategy [page 28](#)
- Mace's approach to ESG [page 30](#)
- Our priorities [page 32](#)
- Health, safety and wellbeing [page 38](#)

Section 3 Our Engines

- Develop [page 42](#)
- Consult [page 44](#)
- Construct [page 46](#)
- Operate [page 48](#)

Section 4 Financial overview

- Our reporting structure [page 52](#)
- Mace Finance Limited: Extract of the consolidated accounts [page 53](#)
- Mace Limited: Extract of the consolidated accounts [page 57](#)



TO REDEFINE
THE BOUNDARIES
OF AMBITION

ABOUT MACE

Global experts in shaping the built environment – helping to lead the way to a more connected, resilient and sustainable world.

01



OUR PURPOSE

To redefine the boundaries of ambition.

Since day one we have relentlessly pursued a better way – leading the way to a more connected, resilient and sustainable world.

Our purpose – to redefine the boundaries of ambition – is the reason we exist. It's why we exist. It's what drives us forward. It's how we create an enduring legacy in this world.

This purpose challenges and energises us to improve, innovate and exceed expectations. And go beyond.

As an employer, a supplier, a client, and a collaborator, we equip and empower others to achieve more than they believe is possible. We are ambitious not just for ourselves but for our industry, communities and society.

To dream bigger and achieve more for every place, project and person we impact. Building a world where ambition has no boundaries.



Our priorities



Pursue a sustainable world



Grow together



Deliver distinctive value

WHAT WE DO

At every stage of the property lifecycle we support our clients to realise their ambitions and challenge our industry to go further than ever before.

Over 30 years, our growth has been fuelled by an adventurous spirit and the relentless pursuit of a better way. Today, the company employs over 6,000 people across five global hubs in Europe, Middle East and North Africa, the Americas, Sub-Saharan Africa and Asia Pacific.

You can see our impact everywhere: from skylines that form cities around the world to the infrastructure that communities depend on to live, work and play.

From Olympic parks and iconic skyscrapers to state-of-the-art data centres, schools, hospitals and homes. Our mission is to continuously pursue a better way for our clients, our employees, the built environment and in the communities where we work. It's part of our unique DNA and it guides everything we do. Our culture – made up of our values and behaviours – defines how we operate for our clients, our partners and the communities we work with.

Our purpose and our priorities provide our direction, while our Engines are the focus for our growth across our three areas of market focus.

Our business model is based on supporting our clients across the entire lifecycle of the built environment, driving forward our purpose: to redefine the boundaries of ambition.



Greenwich Square

Our Engines

Develop

Mace's Develop business has been operating for 10 years. Over this period, we have successfully developed over £1bn of property assets, with a further £2bn currently at various stages of development, in the residential, mixed-use, student accommodation and regeneration sectors.



Construct

For over 30 years Mace's Construct business has been delivering some of the most complex and challenging major construction projects in the UK – including some of the most iconic structures ever built. We've created landmark London buildings, like The London Eye, The Shard and Battersea Power Station, as well as building cutting-edge research facilities and world-class residential and commercial projects.

Consult

Mace's Consult business is a global programme, project and commercial delivery partner. We deliver projects and programmes with diverse thinking and sustainability at their core, pushing boundaries and helping clients across the globe meet their vital infrastructure and property needs.

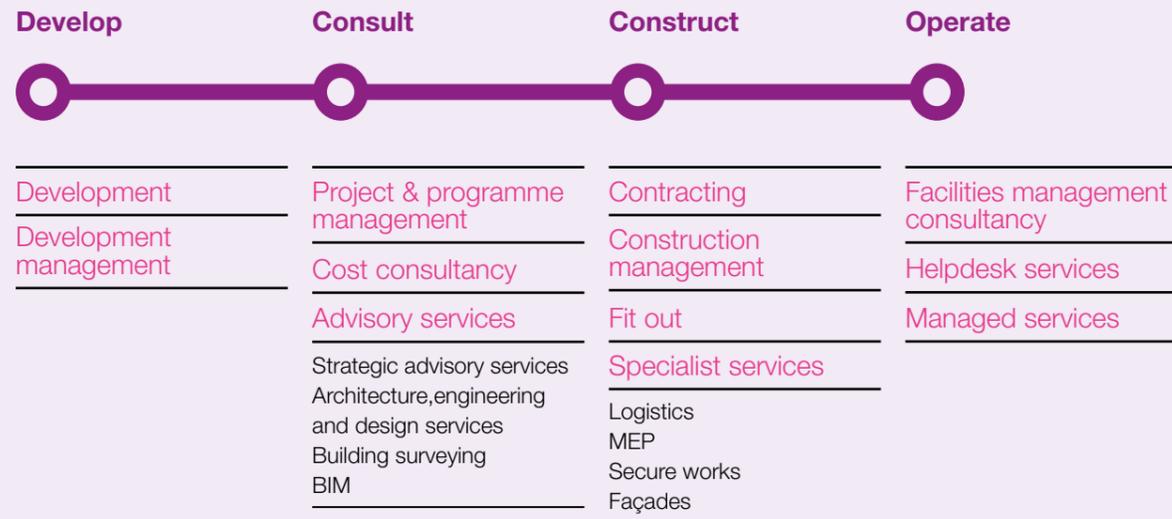


Operate

Our Operate business has worked with global corporate clients, industrial and pharmaceutical organisations, international retailers and educational providers, to ensure that their workplaces, critical environments, shops and facilities all operate without a hitch.

OUR SECTORS AND SERVICES

Services



Sectors



OUR INTERNATIONAL PRESENCE

UK	Mainland Europe
Headcount	Headcount
3,889	303
% of Group total	% of Group total
66.8%	5.2%



Americas
Headcount
315
% of Group total

5.4%

Sub-Saharan Africa
Headcount
134
% of Group total

2.3%

MENA
Headcount
812
% of Group total

13.9%

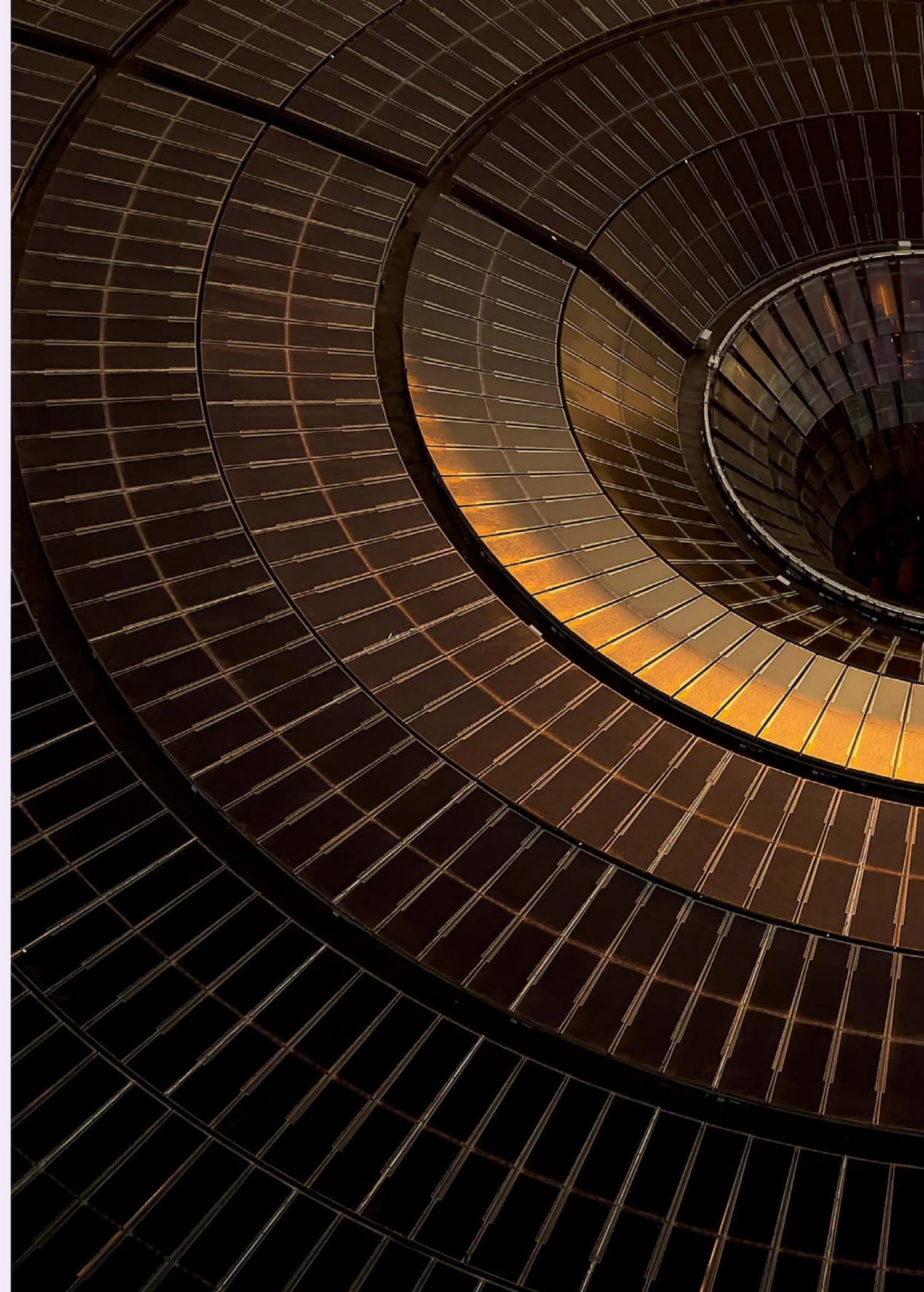
Asia Pacific
Headcount
371
% of Group total

6.4%

REFLECTING ON 2020

**The year of adversity,
achievement and ambition.**

02



2020 AT A GLANCE



Develop

Gross Development Value under management

£2.1bn



Development headcount

17

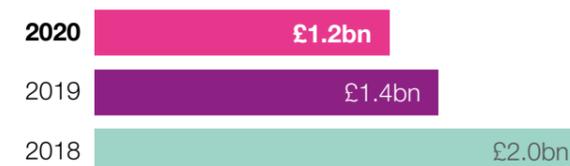
Direct employee headcount: 17



Construct

Construction turnover

£1.2bn



Construction headcount

1,551

Direct employee headcount: 1,394



Consult

Consultancy turnover

£342m



Consultancy headcount

2,820

Direct employee headcount: 2,616



Operate

Operate turnover

£58m



(does not include costs recharged to clients)

Operate headcount

996

Direct employee headcount: 972



CHAIRMAN'S FOREWORD

2020 was a year like no other for both Mace and the world we operate in.

2020 was a year like no other. The global pandemic drove unforeseen and unprecedented changes across the world in a very short period of time, the impact of which challenged all of us on both a personal and professional level. We faced bitter political division, increasing societal and racial tension and growing barriers to international trade: from Brexit in Europe to broader pressures on global supply chains.

Alongside that, we witnessed the unavoidable impact of climate change; with record-breaking temperatures and increasing risks from life-changing fires, floods and storms devastating many communities.

However, frontline workers across the world stepped forward to help people in their time of need and there was global collaboration to create vaccines to allow us to safely re-open societies.

Despite these extraordinary challenges, Mace continued to strengthen its position as a global leader in the property market and I am pleased to report that the company delivered our 30th consecutive year of making a profit. Despite significant operational challenges, we generated £19.7m of profit; which allowed us meet our financial covenants and will enable us to re-invest in our business to ensure that we continue to lead our industry.



Stephen Pycroft
Chairman

Mace continues to be a place where everyone can be proud to work and build their career.

To achieve that positive outcome took exceptionally hard work from everyone in our business. It required us to innovate and to challenge ourselves to find better ways to deliver for our clients whilst, most importantly, keeping our people healthy, safe and well.

We set a new purpose for our business, adopted an ambitious strategy and set our course for a profitable and successful future out to 2026.

In amongst our achievements this year there are a few that we are all hugely proud of.

We continued to invest in our award-winning talent programmes, taking on 28 apprentices and 46 new graduates. The people who join our business at this stage of this career will help to define our future success and that's why we're so committed to ensuring that our offer is as competitive as possible.

Our clients continued to challenge us to take on some of the most exciting and complex construction challenges in the world. In Peru, for example, we worked as part of the UK Delivery Team to support the Government to help build vital new hospitals, flood defences and schools during the pandemic, setting up a high-performing programme delivery team remotely and working to leave a true legacy for the wider Peruvian construction sector.

As the world changed at pace, our teams continued to innovate in every area– from creating new service offerings to support remote working in our Operate business, to continuing to transform how we deliver the built environment through 'construction to production' techniques.

At N06 in Stratford, our Mace Tech business worked throughout the year using our new 'high-rise solutions'

construction method, delivering two towers of new homes for Londoners at an incredible pace. Because our approach allows us to reduce the number of people working on site and at height, we were able to manage more effectively the impact of COVID-19 on our productivity and output.

And, finally, for the first year in our history we were proudly net zero carbon. By reducing our own emissions by half – helped by the fall in business travel – and off-setting the remainder using gold standard carbon offsets, we set a new standard for sustainable delivery, which we'll be working to improve on in the future.

Reinforced by our core values, we've collectively worked across Mace to create a company which is more sustainable, more financially resilient and an organisation that is more aligned with the demands of the new world we face.

Most importantly, Mace continues to be a place where everyone can be proud to work here and to build their career – surrounded by some of the most talented people in our industry and working on behalf of some of the best clients in the world.

I would like to say a huge thank you to everyone who has supported and worked alongside us – our clients, our people and our suppliers – without who we would not have been able to so successfully navigate the challenges of a uniquely difficult year.



Mace apprenticeship day

CEO STATEMENT

When I look back at 2020, my overwhelming feeling is one of pride.

Time and again, throughout the year, we saw Mace colleagues step up to overcome challenging circumstances and deliver fantastic results.

Whether it was learning to work in entirely new ways, keeping people safe in hugely difficult circumstances or helping people across the business to understand the importance of continuing to support our clients or challenging racism and discrimination, I can remember so many moments where I was proud to lead this business of talented, passionate and innovative colleagues.

When we began the year, it appeared that 2020 would be one of the strongest in Mace's history. We had a clear strategy, a fantastic pipeline of work and our investments in new processes and technology were resulting in increased productivity and performance across Mace.

When the pandemic hit and the world changed in March, we had to revise those plans. But as I look back now, I believe whole-heartedly that as a business we delivered the best possible outcomes despite the hugely complex nature of the challenges we had to manage.

In April, when it became clear that the pandemic was going to have a significant impact on how we delivered work for clients, the Group Board met and adopted new financial targets and several other measures that reflected the new environment we were operating in.



Mark Reynolds
Group Chief Executive

We want to be an unstoppable force for good, driven by our purpose – to redefine the boundaries of ambition.

I'm proud to report that we met and, in some areas, exceeded our new targets, delivering more than £1.7bn in revenue and consolidated profit before tax of £19.7m – and we maintained a gross margin of 8.6%.

Although we originally planned to turn over more than £2bn, I believe that our performance demonstrates the resilience of our business in the face of exceptional challenge.



East Village N06

Beyond meeting those financial targets, however, we achieved a huge amount collectively:

- We transformed how our business operated; mobilising to remote and hybrid working at speed.
- Our project teams worked relentlessly to ensure that we were able to continue to deliver world-class buildings and infrastructure around the world.
- We supported those same clients as they managed the impact of the pandemic on their global workplace estates; keeping people around the world safe and able to work without risking their health.

- We became a net zero carbon business for the first time; reducing our carbon emissions by more than 50% and responsibly offsetting the remainder.

- We went above and beyond to help deliver critical national infrastructure – like the Nightingale Hospital in London – that provided vital resilience as the pandemic raged.

But first and foremost, we put the health, safety and wellbeing of everyone that works for Mace, and those on our projects, at the heart of everything we did. We protected our colleagues and acted fairly and transparently, even when we had to make difficult decisions.

As a result of that support and hard work, we entered 2021 in a strong position, with improved financial resilience, a clear pipeline for future growth and a new 2026 Business Strategy that will see Mace grow to become a £3bn business in the next five years.

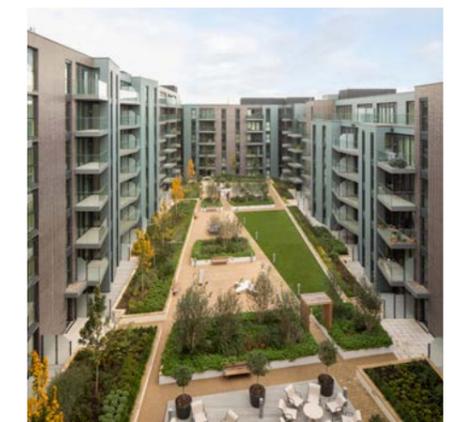
We've set ourselves a purpose – to redefine the boundaries of ambition – and three clear priorities: to pursue a sustainable world, to grow together and to deliver distinctive value.

That purpose, our priorities and our new business plan will be the foundation of our future success.

Our Engines

The events of 2020 drove different changes, opportunities and challenges for each of our business Engines.

Our Develop engine had a successful year of delivery across our portfolio of more than £2.1bn of development assets. We made significant progress on a number of major UK development projects, including our mixed-use development at Greenwich Square, where we completed the final phase of the scheme, providing hundreds of new homes, as well as new community facilities and retail spaces.



Greenwich Square

We secured planning consent for SG1, our joint regeneration scheme for Stevenage Town Centre; a scheme that will create a thriving new heart for Stevenage, as well as delivering thousands of new homes and a host of other benefits for the area. We also completed major milestones across our student housing estate in Exeter, Cardiff and Oxford.

Our Consult engine performed extremely well across 2020; with appointments to major international global programmes and a number of significant project milestones across our portfolio of existing work. Overall, revenues grew by 9% to £342m; of which more than £152m was delivered internationally. Headcount also increased, growing from 2,542 directly employed colleagues in 2019 to more than 2,616 in 2020.

We secured major new infrastructure delivery roles with Thames Water, Northern Powerhouse Rail and Network Rail. We were jointly appointed as part of the UK Delivery Team to a major rebuilding project in Peru worth more than £3bn, and won positions on two hugely significant public sector frameworks: SCAPE and SCF-C.



HS2 - Euston Station Development

We also continued to deliver for public and private sector partners on some of the most exciting programmes in the world – from marking the first milestones in the construction of a landmark new station for the UK’s largest infrastructure programme, HS2, to lifting the world’s longest cantilevered building at One Za’abeel in Dubai.

Our Construct business was perhaps the area where we overcame the largest challenges during 2020. As a responsible contractor, we temporarily closed our construction sites in the UK for three weeks as we established how we could operate safely while prioritising the safety of our colleagues. Over the next six months we worked carefully with our clients and suppliers to safely increase the number of people able to work on our sites.

This challenge – combined with tough market conditions in specific sectors like aviation – meant that we saw reduced revenue of £1.2bn from construction rather than our planned revenue of £1.7bn in 2020. However, the Group Board and I are exceptionally proud of how the business responded to the pandemic. We secured a number of exciting new project opportunities between August to October which amounted to £1.7bn, and continued to deliver some of the world’s most exciting projects.

Our work on the iconic Battersea Power Station saw us complete a number of hugely significant milestones ahead of the first on-site completions scheduled for 2021. At the National Satellite Test Facility we installed a cutting-edge, 16-metre long space simulation chamber; and we continued to deliver two other major research facilities at Harwell, on behalf of the Science and Technology Facility Council: The Extreme Photonics Applications Centre and The Rosalind Franklin Institute.

We continued to invest in the latest construction delivery technology and processes, with our world-leading Mace Tech business delivering over 500 new homes in record time at the former site of the 2012 Olympic Village. Our interiors business grew from strength to strength, winning new work and delivering fantastic workplaces on behalf of clients across London and the UK.

Finally, our Operate business played a key role in supporting clients around the world to effectively manage their response to the pandemic, as workplaces closed and companies reviewed their strategic approach to their estates. Although we also saw a reduction in revenue in Operate to £58m over the year – largely driven by clients reducing their workplace services – I’m pleased that we were able to support our clients through such a difficult period.



Battersea Power Station

A changing world

At the start of 2020 we were beginning to develop plans for a new purpose-driven business plan to replace our existing 2022 Business Strategy.



Dubai

Despite the challenges we faced over the year and changing world environment, we took the opportunity to accelerate and develop that new business strategy to become a purpose-led organisation. In doing so we set ourselves three new priorities: pursue a sustainable world, grow together and deliver distinctive value. These purpose-led priorities will drive forward the value that we provide to our clients and the communities we work in.

As a result, we began 2020 with a different set of strategic goals and ambitions than we finished it with. We’ve raised our ambitions once again and aim to be more resilient and grow faster than before. As such, this report is written to highlight how our past performance has informed our future objectives.

It outlines some detail from our 2026 Business Strategy. And our Environmental, Social and Governance report, published alongside this annual report, explains how we’ll continue to ensure that we’re robustly governed, driven by social value and protecting our planet and our people at all times.

So this report, although it must by definition deal with the past, also looks to the future.

And that future requires us to step up and keep challenging ourselves – to grow and create opportunities for our colleagues to develop their careers, for our clients to achieve their ambitions and to support our communities.



4 Cannon Street

In 2020, despite the impact of the pandemic, we worked hard to ensure that Mace was net zero carbon – an achievement I am personally hugely proud of – but we’re going to keep pushing to reduce our emissions, improve biodiversity and work with our clients to help them transform their assets.

We also continued to invest in new delivery technology and processes that will change the way we work, using new digital tools and placing greater emphasis on moving from ‘construction to production’ approaches to ensure we can be more productive and more cost-effective, while improving safety and reducing waste. Our industry can be better, but only if we work together.



Offsite Assembly - Brandon

We want Mace to be a leading light in our industry – not just in the UK, but the world. We want everyone who works for us to have the opportunity to build an incredible career; no matter their background or identity. We want to be an unstoppable force for good, driven by our purpose – to redefine the boundaries of ambition.

So thank you once again to everyone around the world who supported us and worked with us in 2020. We look forward to collaborating with you as we look towards a brighter future.

CFO STATEMENT

A tough year financially, with all four of our engines impacted in different ways.

None of us could have predicted an overnight closure of our UK construction sites. It halted a large proportion of our income and resulted in a drop in revenue in the second quarter.

Growth of our Operate business was lower than anticipated, and for our Develop business, sales and occupancy rates were slower and lower than expected — which reduced the valuations of our properties.

By contrast, our Consult business revenues remained resilient, growing from £314 million in 2019 to £342 million in 2020; equivalent to +9% growth year-on-year.

In terms of profitability, 2020 out turned £19.7m of profit before tax; a significant step below our initial ambitions for the year; but an achievement nonetheless given the challenging context and a reflection of the huge amount of work delivered across the business to keep us resilient.

Alongside this our gross margin remained robust, reducing marginally from 9.1% in 2019 to 8.6% in 2020.



Richard Bienfait
Group Chief Financial Officer

—
**By the end
of 2020 our
financial
performance was
stronger than we
thought possible.**

This is a stable result and is testament to the special measures we took to protect the financial resilience of the business; including ensuring strong staff utilisation, carefully managing costs across the business and reducing our financial debt.

That performance also reflects some of the difficult choices we made as a Group Board. To protect the resilience of the business during the initial challenges of the pandemic it was clear that we would have to take radical steps.

As part of these measures, between April and November 2020 we reduced our payroll costs by asking for our colleagues to temporarily reduce their basic salaries by between 5% (for those earning between £25,000 and £50,000 p.a.) and 20% (for Group Board Directors); all of which was done voluntarily. I remain intensely grateful to our colleagues for making such a difficult choice at an important time.

We also introduced immediate reductions in divisional and group overheads, and a drive to improve cash collection and cash retention by billing clients more promptly, reducing debtors and using various Government support schemes, while ensuring we maintained prompt payments to our supply chain.

Introducing these challenging measures wasn't easy. It meant making difficult choices and asking some sacrifices of our colleagues, but the result is that it gave us strength as a business, allowed us to remain profitable and secured jobs for thousands of people at Mace and across the supply chain.

COVID-19 taught us many lessons in resilience, to address our approach to risk mitigation, and to think differently and deliver more innovatively.

It also placed a spotlight on the debt being carried by the business, and our exposure to the market. We have

successfully realised a large part our development portfolio during the last 18 months. We have used these proceeds to repay a substantial level of debt; our total debt reduced by £98m in the year to £219m at December 2020, and in 2021 has reduced by a further £186m to £33m by November 2021.

By the end of 2020 our financial performance was stronger than we thought possible. Activity levels in Construct were back up to pre-COVID levels by September, and we were able to reinstate salaries sooner than expected and bring forward our annual salary reviews and promotions for 2021.

Our continued determination to innovate and adapt has ensured that our pipeline is strong, and that we continue to push the industry to put collaboration, innovation and service excellence at the core of delivery.



One Za'abeel

MACE GROUP EXECUTIVE BOARD

Robust and transparent governance. Managing our risks with care. Setting new standards for our industry.

As a global business we have a responsibility to ensure that we are always operating in an ethical, resilient and effective way.

That is what allows us to pursue our purpose, continue to grow and, ultimately, transform our industry.

The Group Board and Executive Board is collectively responsible for setting and delivering our strategy – using their broad and extensive experience to ensure that we remain at the forefront of our industry and constantly pursue a better way of doing things for our clients.

As a large private company we use the Wates Corporate Governance Principles for Large Private Companies as our framework to ensure that we are managing the business in the right way.

There is always room for improvement, so each year we work hard to embed the principles in our operations and governance framework. This is reflected in our full Annual Report and Accounts, where we have disclosed our corporate governance arrangements.



Stephen Pycroft
Executive Chairman



Mark Reynolds
Group Chief Executive



Mark Holmes
Deputy Chairman



Richard Bienfait
Group Chief Financial Officer



Jason Millett
CEO for Consultancy



Gareth Lewis
CEO for Construction



Andrew Jackson
COO for Construction



Stephen Jeffery
Group Chief Technical Officer



Mandy Willis
Group Director for Corporate Strategy



Michelle Barkess
Chief Information Officer



Lee Penlington
Group Commercial Director



Mark Castle
Non-executive Director



Patrick Dixon
Non-executive Director

OUR RESPONSE TO COVID-19

How we worked. How we built. How we kept people safe.

As a major international contractor and consultant, Mace took a lead role in how the industry safely responded to COVID-19, and played a fundamental part in supporting clients around the world.

From developing new safety standards and sharing business resilience plans, to delivering critical new healthcare infrastructure and transforming workplaces, we ensured that our clients were able to respond effectively to the challenges of 2020.

Supporting our people

The scale, global reach, unpredictability, and personal impact of the global pandemic on every person at Mace was never underestimated.

Within days of the world going into lockdown we mobilised a crisis management structure, that kept decisions aligned to a strong sense of purpose and ensured that all actions considered every corner of our business.

We took a highly transparent and consultative approach, engaging with the entire workforce as the situation progressed and ensuring our people had access to the support they needed to work effectively.

We introduced new communications channels, including regular leadership briefings, held live virtual events and introduced wellbeing initiatives around the world to support colleagues in difficult situations.

Although we made decisions quickly, everything was based on data. Decisive action was crucial, but key information enabled us to ensure a measured and low-risk approach.

As we began to plan our return from COVID-19 and establish our new normal, we engaged with our people to discuss our plans for our future business strategy, and how they would like to work in the future – resulting in our new business strategy and our new agile working policy, both formally launched in 2021.

Keeping our own delivery resilient

The pandemic meant that Mace had to change how we operated – from construction delivery in the UK to facilities management in Pakistan, every part of our business was affected.

Our guiding principle throughout was to support our clients and to work collaboratively wherever possible to mitigate risk and disruption to delivery.

In the UK, working in collaboration with the wider sector, we made the decision to close our construction operations for a three-week period, giving us a vital window to establish safe ways of

working that would allow us to continue to operate while reducing the risk of transmission on site.

We then progressively re-opened, slowly building capacity across our sites as we developed a new operating model that – as ever – put the health and safety of our people at the heart of our approach.

We worked with industry bodies, other tier one contractors, global consultants and our supply chain in an attempt to tackle the crisis together as an industry.

As part of the Construction Leadership Council, we collaborated to develop new site operations procedures,

supported by the UK Government, that gave people the confidence to return to work on construction sites.

More broadly, our teams learnt to adopt new technology and approaches to keep delivery on track despite the pandemic; including remote-scanning and augmented reality to ensure oversight of on-site activity; and introducing new smart workplace technology to help our clients manage their sites and offices.

Across the globe our work in the healthcare sector meant we were able to support our clients as they invested rapidly in new healthcare facilities.

NHS Nightingale



In the UK, our consultancy engine worked with the NHS and Government to deliver the NHS Nightingale in record time, delivering 500 new critical care beds in less than 30 days.

As the pandemic raged, our people built a team and delivered a new hospital in London. Although thankfully it was never used to its full extent, it was built to provide emergency capacity during a challenging time.

Later in the year, Mace was called upon again to help transform the existing facility into a new recovery and recuperation ward for critical COVID-19 patients; again delivering an outstanding result against the clock.

Similarly, in Peru and South Africa, Mace played a key role in the delivery of critical new healthcare facilities, including new temporary hospitals in the UK and Peru and the delivery of a new 500-bed ICU at the Chris Hani Baragwanath Hospital in South Africa.

OUR 2026 BUSINESS STRATEGY

Thriving in an unpredictable world? That takes bold vision, brave decisions, and team work.

When change came at lightening pace in 2020, it was clear that we needed to take charge. We needed to understand what our clients and our people would want in the new world we faced.

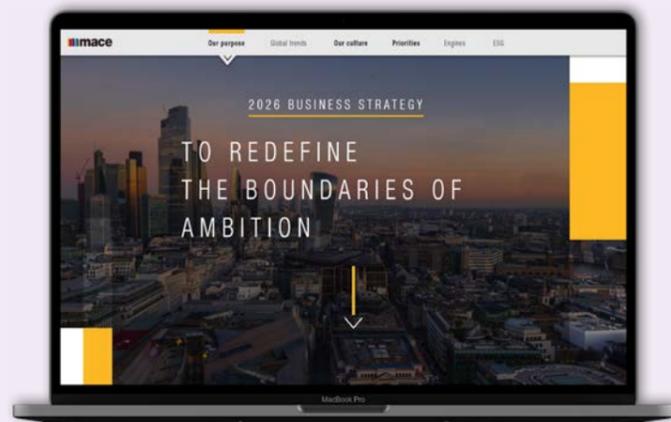
Our 2026 Business Strategy, launched at the beginning of 2021 and developed throughout 2020, was the result of the largest engagement programme in Mace's history.

Working with our clients, colleagues and suppliers, we set ourselves a far-reaching new purpose and three new strategic priorities that will define our future.

Building on the success of our 2022 Business Strategy, we refreshed our growth and business model, and set ourselves bold new targets and ambitions.

Mace's 2020 annual report captures both the spirit of the new strategy and it reflects the journey we've been on.

We've reported on our 2022 Business Strategy KPIs while reflecting on our new priorities.



Click here to view our 2026 business strategy

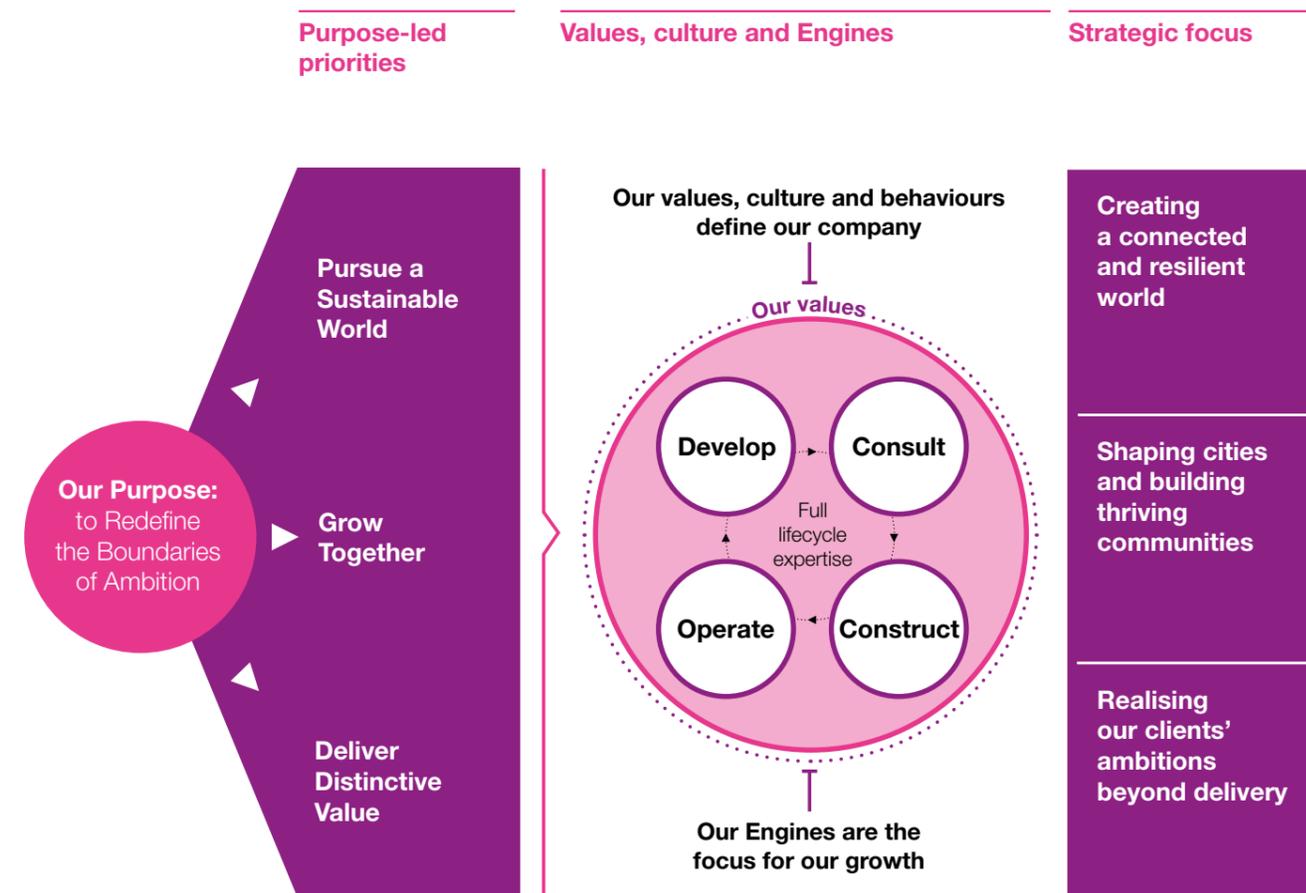
Future growth

Our purpose and our priorities provide our direction, while our Engines are the focus for our growth across our three areas of market focus.

Our business model is based on supporting our clients across the entire lifecycle of the built environment, driving forward our purpose: to redefine the boundaries of ambition.



Our model



MACE'S APPROACH TO ESG

As a purpose-led business, we have a responsibility that goes far beyond financial performance and personal gain.

The events of 2020 demonstrated how important it is for organisations like Mace to focus on the contribution they make to the societies they work in.

We are proud of the work we do to create thriving communities around the world and limit the impact our entire industry has on the planet. That is why, for the first time, Mace is publishing a full report of its environmental, social and governance performance alongside the 2020 Annual Report.

Each of our new 2026 Business Strategy priorities are tied to one area of ESG. And we have set ourselves targets as part of our 2026 plan that will address key ESG performance focus areas.

The report outlines our full strategy across environmental performance, the social value we deliver, and our robust and transparent corporate governance.



Value2Society overview

**2020
Value2Society
£474m**



OUR PRIORITIES: PURSUE A SUSTAINABLE WORLD

The year of adversity, achievement and ambition.

2020 was a defining moment in Mace's history. The point where, despite the challenges of the global pandemic, small steps became giant leaps and bold targets set a new tone.

We began the year with an announcement – to become a net zero carbon business in 2020.

From the outset, we felt strongly that climate change should not be an opportunity to compete, it's an opportunity to collaborate – to come together and find solutions, share learning and make change happen together on a grand scale – so we shared our strategy 'Steps without Footprints' to support others on their carbon reduction journeys.

The pandemic did little to derail our ambition. Regardless of the disruption to business activity and working practice, we remained committed and by the end of the year had reduced our carbon emissions by 51% through a combination of new technology, new methods of construction and new working practices.



In 2020 we made great strides - achieving...

71%

renewable energy across the globe.



While much reduced business travel helped our position, the sharp increase in the number of people working from home had an impact that we couldn't have foreseen. Carbon emissions from home working wasn't in our original scope, but we couldn't ignore the additional 2,500 tonnes of carbon emissions and so we included it in our reporting.

After we had reduced our carbon emissions as far as we could, we offset the remaining unavoidable emissions, plus the additional 2,500 tonnes generated by home workers. The Gold Standard offset programmes that we invested in generated additional social value for local communities in areas where we work.



Alongside our strategy we led a programme of shared knowledge throughout 2020, publishing articles on how the sector needs to build back better, and bringing our industry together with networking and a programme of virtual carbon-themed events throughout the year. In September we ran our first carbon survey and in October launched a comprehensive findings report which shed insight into the industry's progress and common challenges.

3 emissions that will see us cut our clients' CO2 by one million tonnes and delivering 500 hectares of biodiversity net gain.

We have many carbon challenges to overcome in our industry. Retrofitting existing buildings, understanding the full lifecycle impacts of new buildings and tackling embodied carbon. But conversations are quickly moving into action and over the next few years we hope the industry will work together to scale up its transformation.

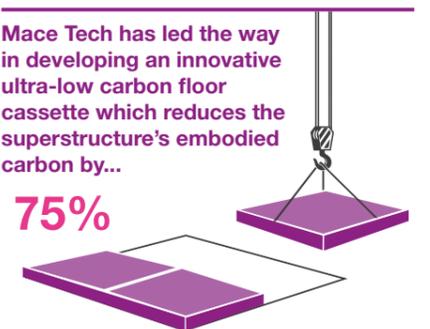


Becoming a net zero carbon business was just the start. Once we had seen what was possible we were even more committed to push the boundaries of ambition.

Reducing our carbon footprint further is key to our new business strategy. By addressing our strategic priority 'pursue a sustainable world' we will accelerate the built environment's response to the climate emergency by not only cutting our scope 1 and 2 emissions further, but by addressing more of our scope

Mace Tech has led the way in developing an innovative ultra-low carbon floor cassette which reduces the superstructure's embodied carbon by...

75%



In 2020 we reduced diesel use by...

40% saving... **2,560t** of carbon.



OUR PRIORITIES: GROW TOGETHER

Equality and opportunity. For our colleagues, our clients, our communities.

In a year where the planet was united in its fight for the same cause, and supporting your neighbour became ever more important, we stepped up our commitment to creating opportunities for all and ensuring social value every step of the way.

Building on our culture and developing talent

Despite the challenges we faced, we never lost sight of the importance of investing in our people and their expertise. As the scale of the pandemic became clear, we prioritised engaging directly and often with our colleagues, being frank and open about the decisions we needed to make.

Across the year, we held a series of communication sessions, reaching out to thousands of Mace people across the world to keep them informed of our response to the pandemic and discuss our plans for the future with them.

In May, as the pandemic made in-person training impossible, we moved our talent programmes into the virtual world – continuing to develop the leadership of the future – and later in the year we introduced training to support our managers to enhance the hybrid working experience.

We continued our focus on behaviours and our culture; holding our third annual leadership conference as part of our ‘Behaviours for Success’ programme; bringing together 200 of our senior leaders to discuss the critical importance of diversity and inclusion – driving home the importance of displaying the right behaviours in the workplace.

We also stayed committed to investing in new talent. We welcomed 74 new graduates and apprentices, increasing the representation of women in our talent pipeline to 36%. And we joined the 10,000 Black Interns Programme to offer more opportunities for young professionals in the UK.



Women at Mace event

Driving diversity and inclusion forward

Creating a truly inclusive workforce is at the top of our agenda, and 2020 saw us make significant progress against our ambition to become the most diverse and inclusive organisation in our sector.

In September, we launched a three-year Diversity and Inclusion Strategy and throughout 2020, our employee-led networks continued to grow and have a significant impact on the business; including guiding us as we supported our people through a number of major global events.

In July we established ‘Enabled at Mace’, a network that aims to raise awareness and remove barriers around disability, neurodiversity and other impairments. Following its success, Parents at Mace was set up – spearheading a change

in our flexible working policies to support parents and carers throughout the challenging times of 2020.

We also joined a number of charters to take our commitments one step further, including the Social Mobility Pledge, Disability Confident, Race at Work Charter and the Armed Forces Covenant.

Growing together with clients and communities

The pandemic brought many new challenges for our clients, but also opportunity to think differently.

By working together to grow together – taking a one team approach – we collaborated with clients and suppliers to overcome the shared challenges we faced. From hosting live events to publishing expert knowledge, to openly sharing our own learning along the way, the feedback from our

Pillar	We will
Recruit and develop	Continue to build a ‘One Mace’ team of world-class diverse talent, eliminating bias at every stage of the recruitment process and investing in developing all of our talent.
Inclusive leadership	Inspire our leaders to deliver our purpose and live our values; ensuring that Mace’s leadership culture has diversity and inclusion at its core.
Operational excellence	Set the foundations for our people to thrive through anti-discriminatory and inclusive policies, process and operations.
Targets	Use our data and key business metrics to drive and embed ambitious diversity and inclusion standards across Mace.
People and culture	Develop our people, behaviours and culture to become a recognised employer of choice for equality, diversity and inclusion.
Governance	Reinforce accountability and increase reporting through our diversity and inclusion governance structures.

238

apprentices, trainees, graduates and industrial placements in 2019/20



clients, and our growing repeat order book, demonstrates how effective this was.

Our global reach and presence in locations across the globe creates opportunities that reach far wider than those we work directly with. Our diverse portfolio impacts communities in many capacities. So whether we are regenerating forgotten parts of a city or building new social infrastructure, we consider it our responsibility to ensure that the lasting legacies we build add value to communities, both socially and financially.

In 2020, despite the challenging restrictions we continued to support local businesses through our procurement routes, and we found new ways to provide skills training and to create opportunities for people to join our industry.

A significant part of our outreach ambition relies upon the generosity of our people giving their personal time and expertise to support others. Where volunteering opportunities for our people were reduced, many found ways to connect with our communities virtually, giving more than 6,700 hours, including pro bono work.

OUR PRIORITIES: DELIVER DISTINCTIVE VALUE

Leading the way through innovation, transformation and service excellence.

Taking a partnership approach with our clients, challenging the status-quo, and bringing innovative solutions to the table. Exceeding expectations is what drives every Engine of our business and we never stop challenging ourselves.

2020 saw a more rapid change in the way we work as an organisation than any year in our history. From adapting to widespread remote working to finding innovative ways to deliver and keep our people safe, our teams worked harder than ever to transform how we operate.

At the same time, we kept to our commitment to deliver exceptional service to every client on every project we work on, wherever we were in the world.



Greenwich Square

Innovating to transform delivery

Across the globe, the construction industry is rapidly modernising and adopting new processes and technology to reduce carbon emissions and improve productivity and safety. And, despite the challenges of COVID-19, Mace kept up its clear commitment to leading the sector and investing in transforming our own delivery on behalf of our clients.

As the pandemic began to impact our operations in early 2020, we were challenged to change the way we work. From introducing new digital technology platforms to the adoption of remote scanning and augmented reality equipment. Like many organisations, we had to rapidly adopt new remote working technology and capabilities.

We worked with industry peers to create new, safer ways of working that limited the number of people required to travel to site and reduced the spread of infection. This included successfully deploying AI-driven software 'Disperse' at projects like No.1 Grosvenor Square, to proactively scan construction sites and identify risk areas to improve social distancing.



Client satisfaction score

Alongside this, our COVID-19 resilience and return programme supported a faster shift towards a digital-first approach across the wider business, as detailed performance analytics and data became ever-more important to support resilient delivery.

At the same time, we continued to deliver some of the world's most complex and challenging engineering projects. From managing the installation of a cutting-edge 16m long space test chamber at the UK's National Satellite Test Facility in June, to installing the world's largest cantilever at One Za'Abel in Dubai, Mace continued to work on the leading edge of construction delivery across the globe.

2020 was also the year that Mace successfully transformed how we build high-rise buildings. Our innovative construction delivery business 'Mace Tech', launched in late 2019, delivered more than 53 storeys of construction across two towers at N06 in Stratford in London on behalf of Get Living.

The result was increased productivity onsite - delivering two entire floors per week across the programme, reduced

disruption due to COVID-19 compared to similar projects, fewer carbon emissions and a huge 40% drop in the volume of heavy goods vehicles travelling to site.

Overall, Mace invested more than £48m in research and development in 2020 – our highest annual investment yet in proportion to our revenue – meeting our target for the year despite the challenges we faced, and setting ourselves on the right course to meet the raised ambitions in our new business strategy.

As part of that investment, we worked with Innovate UK, to secure funding for three industry-transformation projects, levelling public and private investment to drive change in our sector.

£48m

R&D investment



Delivering exceptional service and supporting our clients

Mace's success is driven by the long-term relationships we build with our clients, and those are only possible due to the exceptional service our teams provide; from responsive and customer-focussed front-line FM services to snag-free delivery of construction projects.

In 2020, we met our commitment to achieve a 20% improvement on our service excellence plans in construction, measured by the number of clients who agreed that we had met all five of the key service KPIs that we agree on each project.

A total of 14 construction projects were delivered without a single snag at completion, including every project handed over by our Aviation, Infrastructure and Retail construction business units.

Service excellence cannot be realised unless we understand what our clients need from us and what shapes their expectations – which is why we carry out regular surveys with our customers so we can learn what is working and what isn't.

Our performance data showed that despite the impacts of the pandemic we maintained an exceptional reputation, shown through an overall net promoter score of +54, and that clients were impressed by the positive attitude, responsive approach, collaboration and client focus of Mace people.

We would like to thank everyone who worked with us – from our colleagues to suppliers and clients – as we overcame the huge challenges of delivery during 2020 and pushed forward with our ambitions to deliver innovation and service excellence in everything we do.

HEALTH, SAFETY AND WELLBEING

Never before has the health, safety and wellbeing challenge been so great as in 2020.

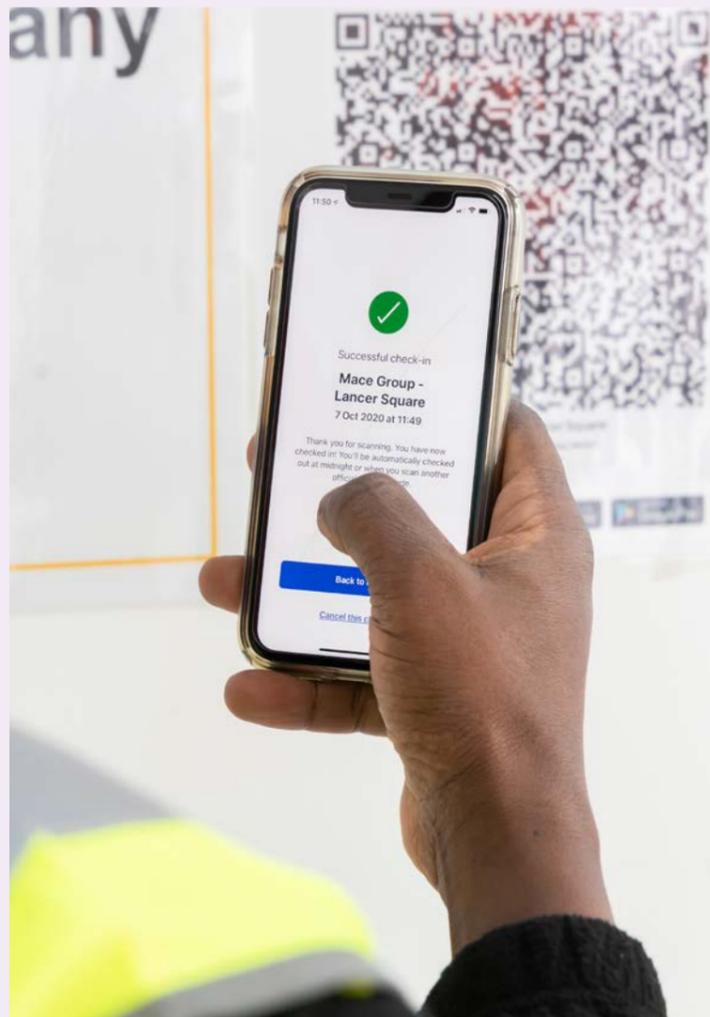
Navigating a global business through an unpredictable pandemic and contending with differing government guidance around the world wasn't easy. Every corner of our business was affected.

We needed to protect everyone by introducing new measures to comply with advice and regulation, but also to ensure that existing standards were maintained.

As the COVID-19 virus spread and the world went into lockdown, we launched a crisis response team to keep our people safe and our business resilient.

The rapid mobilisation of this strong crisis management structure, made up of several layers and with clear roles and responsibilities, enabled us to make informed decisions quickly and cascade information without delay.

In April, we closed our construction sites for all but essential works that couldn't be paused. We immediately began developing site safe guidance papers in line with the Construction Leadership Council (CLC) and UK Government advice, and in just three weeks we were ready to start opening



0.24

Lost time injury (per 100,000 hours worked)



0.07

Accident frequency rate



improvement of 6% on 2019. Despite significant additional operational challenges on sites, our lost time frequency rate remained stable at 0.24, alongside our accident frequency rate which held at 0.07. It is important to note that these figures reflect a 9% reduction in workforce on our sites over the year, and a 19% reduction in total hours worked.

We continued to reinforce our safety culture through our 'Safety first. Second nature.' training programme, moving to a virtual platform and reaching over 1,200 Mace people remotely.

medals) and one President's award (recognition of achieving ten consecutive gold awards). Congratulations to our business units for their continued success.

As the year progressed, we were mindful of the impact of COVID-19 on individuals' wellbeing and we addressed key concerns such as fatigue and burnout by running awareness and training sessions on positive psychology, and continued to increase conversations around wellbeing, mental health and what keeps people safe and well.

our sites once again. In total we published 25 guidance documents covering early outbreak management, project set up and safe operating guidance.

From April, the majority of our colleagues were working from home. To support them, we delivered emergency IT and furniture, upgraded our virtual DSE module and developed guidance to support our most vulnerable employees.

As the pandemic developed we produced health and wellbeing processes, guidance and resources for managing COVID-19, tailored to each international office and site. An internal COVID-19 track and trace response team was also created to effectively support the management of outbreaks.

Our sustained efforts delivered positive results with 95% of our construction projects having no reportable injuries – an



Mace successfully achieved the ISO 45001 certification and introduced the HSW Framework and Compliance Standard which combines several older processes and accurately articulates our current approach to HSW Management.

Consistently raising our standards with industry-leading expertise garnered Mace 15 awards from the Royal Society for the Prevention of Accidents (RoSPA) in 2020, including eight gold medals, six gold awards (recognition of achieving more than five consecutive gold

109,191

Health & safety observations



OUR ENGINES

**Develop, Consult, Construct,
Operate. Together, we find a way
to unleash the potential within
every place, project and person.**

02



OUR ENGINES: DEVELOP

Mace has been establishing communities and shaping places for over 30 years - and the challenges of 2020 made us more determined to realise our purpose.

The building blocks of our business have helped to guide the way – aiding us in not only navigating the most difficult twelve months in development history, but also in taking major steps forward, bringing people closer to their new homes and the spaces they enjoy.

We've come together to find solutions, both supporting communities in their recovery and making great progress at locations like Westway Square in Oxford and Greenwich Square in London. While we also expanded in town centre regeneration, securing planning permission on our very first large-scale town centre transformation plan. And this is only just the start.



West Way Square

In 2020, Mace's development business highlighted the power of partnerships by securing planning permission from Stevenage Borough Council on the £500m transformation of Stevenage Town Centre, SG1. Collaborating with the council as our strategic partner on SG1, we are leveraging our private-public alliance to deliver an ambitious common vision.

Despite the challenges of the COVID-19 pandemic, our team worked tirelessly on the SG1 planning application and community engagement, bringing us one step closer to turning our plans into legacy for thousands of people.

At Greenwich Square, we completed the final phase of the mixed-use development, creating 686 new homes for Londoners. Acting as co-investor, developer and delivery partner for the £250m regeneration scheme, we have delivered a vibrant destination for Greenwich, offering affordable new housing on the site of the Greater London Authority (GLA) owned brownfield land.

At Westway Square, in 2020 we completed our first year of operations for our student accommodation and rental apartments. Both developments are building a positive reputation and becoming very popular with tenants. Premier Inn started operating the 123-bed hotel on the development in May 2021, and is trading strongly. At Westway Square, Mace is working closely with all local stakeholders to deliver a mixed-use space that creates a positive legacy for the community.

SPOTLIGHT ON: STEVENAGE SG1



Stevenage SG1

At SG1, we are showcasing how a large-scale development can be delivered carbon neutral, drawing on our low carbon achievements and innovations. During construction, we will use a 'construction-to-production' approach to reduce carbon usage and waste, with components of the buildings being manufactured offsite.

Photovoltaic panels will be installed to power buildings with renewable energy and new accessible electric vehicle charging points will be installed across the town centre. Our new centre piece landscaped public park and Garden Square will enhance biodiversity, contributing positively to community health and well-being.

We are integrating well-signposted streets, encouraging people to walk and cycle and allowing the local community to access convenient and active travel choices between the town centre and surrounding neighbourhoods.

Not only will SG1 transform Stevenage for generations to come with sustainable and inclusive spaces and places, but it will also create an immediate benefit to the community during the construction stage, with hundreds of construction jobs and tens of apprenticeships being created.



“As we look towards the UK's critical economic recovery from the impact of COVID-19 on people's livelihoods and opportunities, regeneration proposals like SG1 will be vital to our success. The development opportunities we pursue place people at their heart, and our vision is to create a positive legacy for local communities. In 2020 we demonstrated a commitment to pursue a sustainable world and we are bringing these low carbon innovations to all our schemes.”

Sarah Hughes
Associate Director of Develop

OUR ENGINES: CONSULT

2020 was unprecedented, but we demonstrated resilience, tenacity, global knowledge and practical know-how.

Our Consult teams delivered exceptional outcomes for our clients across a breadth of markets, sectors and geographies.

From building resilience through new critical infrastructure to transforming the built environment and enabling governments and nations to function and deliver for its people through the most challenging of times. Our teams worked together with suppliers and partners to shape the COVID-19 response and leave a positive and transformative impact on communities.

Early in 2020 our CEO for Consult announced a new leadership team to help realise an ambitious global growth strategy, with the aim to build the sector's most responsible and inclusive consultancy business.

During the year our teams delivered a number of significant milestones for our clients and communities. As a key delivery partner to clients across the UK public sector, we were appointed to the SCAPE Consultancy, Place Shaping framework alongside and SCF-C Frameworks in the UK. Through SCAPE, we are supporting public sector bodies with the way they modernise and operate their estates, enabling towns and city centres to not only become resilient but to increase the social value within the community, for sustainable living, working and commuting.

We continued to service key central UK Government departments including the Ministry of Justice, New Prisons Programme Delivery, the Department for Education PM framework and the Department of Healthcare for our work on the delivery of one of the world's largest and most innovative diagnostic facilities,

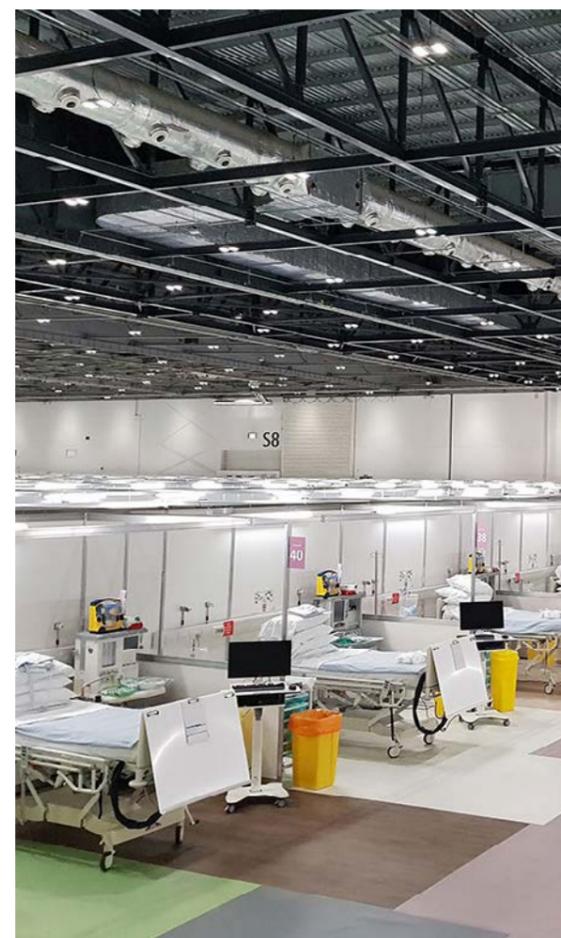
the Rosalind Franklin Laboratory, as part of the UK Government's ongoing response to the COVID-19 pandemic. The Mace-led multidisciplinary team worked collaboratively with NHS Test and Trace and the main contractor to design and commission the series of test processing "lines". We also further strengthened our relationship with the Defence Infrastructure Organisation (DIO) and supported on the expansion programme with the Evelina Children's Hospital in London.

Further afield, across our international hubs, we reached a number of significant milestones, demonstrating innovation for our clients and exceptional service delivery. In MENA, our teams completed the record-breaking installation of the world's longest building cantilever at One Za'abeel. This engineering first was made possible through collaborative innovation and is set to be an iconic new landmark in Dubai. Mace was also named as delivery partner for the Hong Anh Medical Campus project in Ho Chi Minh City – a state-of-the-art healthcare system incorporating a 462-bed hospital, including a medical training centre.

While in India we announced a new partnership with leading real estate advisor Anarock, to support India's post-crisis future. By working together we are covering every stage of project delivery, including project management and construction delivery and integrating global best practices in construction and project management with local expertise to cover the whole delivery cycle for real estate assets.

Our efforts throughout the year to keep delivering and pushing forward puts us in a strong position to take our growth to the next level. In 2021 we are building on our strong foundations and targeting new sectors, markets and geographies, from global infrastructure to pharma and life sciences, healthcare, data centres, industrial and manufacturing and housing and regeneration.

SPOTLIGHT ON: REBUILDING GLOBAL COMMUNITIES



NHS Nightingale, Excel Centre

As the pandemic unfolded, our teams came together to share learning and best practice from across the globe, from COVID-19 response efforts in the UK, to Peru and South Africa.

In the UK we helped to deliver the NHS Nightingale Hospital at the Excel Centre, working alongside the NHS, Army Medical Corps and contractors to deliver a new 4,000 bed intensive care unit (ICU) in the fight against coronavirus.

In South Africa, in response to the pandemic, the departments of Health and Infrastructure in the Gauteng province invested in a brand new 500-bed ICU at Chris Hani Baragwanath Hospital to serve the surge in admissions caused by the virus. As the third largest hospital in the world it includes 3,400 beds, employs 6,700 staff and occupies 70 hectares of land.

To ensure a timely delivery, the client used a rapid building system of light steel frame construction. The entire project was managed through BIM360 on a collaborative platform that seamlessly brought together a multi-disciplinary team.

Mace Consult was selected by Peru to support the Reconstruction Programme, including the build and renovation of schools, healthcare centres and integrated management plans for flood mitigation, following the devastating repercussions of the El Nino phenomenon in 2017.

Showcasing the best of UK innovation, partnership and collaboration with the Department of International Trade, where our teams will work together to help rebuild and protect these regions for years to come.



“Consult's international work this year was a shining example of how our teams have made strides to achieve excellence for our clients and the communities in which we work.”

Davendra Dabasia
Managing Director, International Consultancy

OUR ENGINES: CONSTRUCT

Working together makes us stronger. In a year like no other, our ethos to collaborate and share learning has been more important than ever.

We've known first-hand that a unified industry is greater than the sum of its parts. That's why, this year, we partnered with industry bodies, major contractors and the supply chain, taking a lead role in determining the industry's response to the pandemic and setting the standards for the year to come.

Throughout 2020, Mace worked alongside international governments as well as industry bodies, sharing our learning for the common cause and the health, safety and wellbeing of all.

The result? An industry that remained resilient, a business that kept its integrity and a workforce that stayed safe.

Our Construction division continued to deliver on our projects throughout the COVID-19 period and we're so proud that, despite obvious challenges, our sites safely reopened within three weeks of closure, with such adaptation allowing major project milestones to still be accomplished.

Our approach saw us strengthen our position as London's leading major contractor, expand our international technology business and grow our interiors business.



We secured high-profile project wins including 33 Charterhouse Street – a state-of-the-art, green tech-driven workplace. Our Air business was appointed to deliver the Heathrow Cargo Tunnel refurbishment and our Major Projects team continued to work with long-standing client, Landsec, on the second phase of the prestigious Nova development. Our International Technology business went from strength to strength, delivering cutting-edge data centres for the world's leading tech companies.

Our project teams achieved a number of significant milestones. At 40 Leadenhall, also known as 'Gotham City', a 900,000 sq ft office development in the City of London, the team started work on site. Technology is critical to delivering this project and, together with our partners, we developed an advanced digital platform that will speed up the programme and reduce risk. And with the dismantling of the final tower crane, Battersea Power Station remained on track to be handed over in 2021.

The strength of our people is at the heart of everything we do. Together we constantly push ourselves to raise the bar of how we shape the built environment. We're proud to be leading the way and we will continue to focus on transforming construction through digital technologies and reduce our carbon footprint. We extended our Construction to Production approach to commercial offices and secured funding through Innovate UK to spearhead innovative low carbon solutions across our projects.

We recognise that now more than ever we must be bolder, braver and more ambitious as we respond to new challenges and navigate through a rapidly changing world. We have managed through the pandemic and come out stronger and safer than ever before. We will continue to deliver distinctive value for our clients and create opportunities for our people and communities to thrive.

SPOTLIGHT ON: HARWELL CAMPUS



National Satellite Test Facility

We continue to expand our presence in the science sector with three pioneering research facilities at Harwell campus, one of the UK's leading science and innovation hubs that will bring together scientists from across the world.

At the heart of the campus sits the new National Satellite Test Facility (NSTF), the first of its kind in the UK that will help spacecraft prepare for launch. In a remarkable feat of engineering the team installed a 98-tonne space simulation chamber. The chamber can be heated and cooled to achieve a temperature range of -180C to +100C so that satellites can be tested for missions into the chill of deep space or near to the sun. It will be operated on behalf of the Government and will further cement the UK's position as a world leader in space technologies.

Alongside the NSTF, Mace is working with the Science and Technology Facility Council on two major research facilities at Harwell: The Extreme Photonics Applications Centre (EPAC) and The Rosalind Franklin Institute (RFI), which will bring together scientists to develop disruptive new technologies and accelerate the discovery of new drug treatments.



“ I am honoured that Mace has been trusted to build this exciting new satellite test facility to support the UK space community and secure the UK's position as a global leader in space exploration. The team is doing an outstanding job on a very challenging and rewarding project and we can't wait to see the first satellite in orbit.”

Terry Spraggett
Managing Director Public Sector Construction

OUR ENGINES: OPERATE

Driving ambitions. Embedding cultures. Harnessing talent.

It's no secret that 2020 presented its challenges for the workplace and the facilities industry. In April, in the UK alone, nearly 50% of all working age adults were suddenly working from home. The 90% leap in home working, and the uncertainty for the future of the workplace, left our clients across the globe requiring more than ever from our experts.

With 20 years' of facilities management experience, we took a lead role in transforming global corporate real estate. The pandemic brought us closer to our clients and our peers as we shared our knowledge along the way through industry guides and, where the industry found itself in new territory, we held virtual events that brought together some of the greatest experts across the world.



In the midst of global shutdowns we mobilised whole offices and effectively set thousands of clients up to work remotely. Throughout the year we continually navigated through new government guidance across 45 countries and transformed workplaces into safe and supportive spaces for our clients' people to return to.

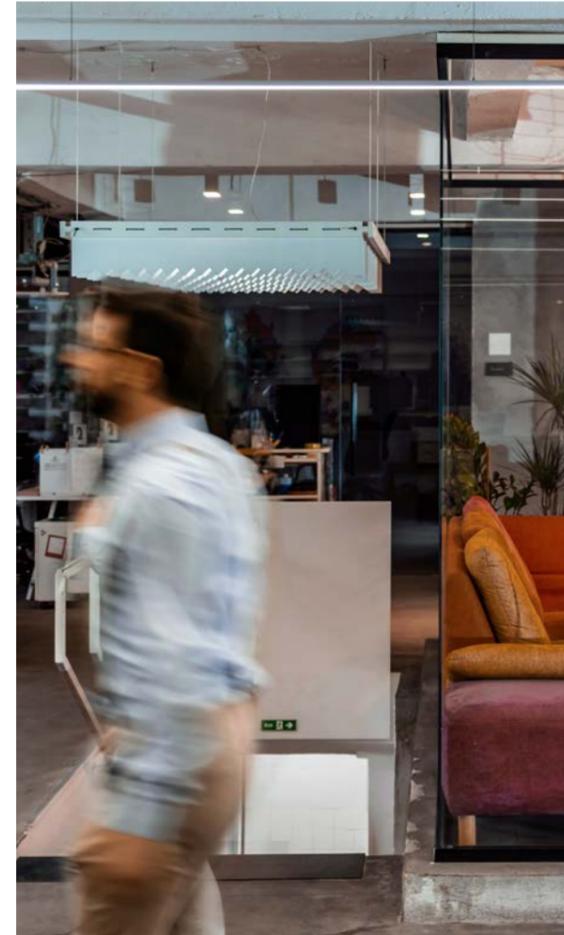
In May, we launched a 'Back to Work' guide to help corporate real estate leaders prepare their workplaces for reoccupation. It included detailed guidance on how to deliver the perfect welcome experience, reconfigure the workplace to meet new requirements and revise building operations.

In addition to supporting many of our existing clients' transition to remote working, we expanded our service offer in response to emerging requirements. Our 'remote working solution' was launched as an extension to our workplace experience that brings together people, place and technology to create an environment that fosters creativity, enables productivity, engages and inspires. No matter where employees choose to work, companies can now deliver a consistent and inclusive culture.

Tackling the safe reopening of offices, the remote support of employees, and the reconfiguration of future workspaces took a new way of thinking. Data became more powerful than ever before – reducing risk, understanding employee needs and providing some certainty in an uncertain world.

Data also gave us the ability to challenge our clients' sustainability targets and, for many, led to new and more ambitious goals made possible by increasing the optimisation across the portfolio.

SPOTLIGHT ON: DUBAI MULTI COMMODITIES CENTRE



Set among the commercial and residential towers in the Jumeriah Lakes Towers, One JLT is one of the flagship buildings of Dubai Multi Commodities Centre (DMCC). A LEED Gold certified building with 14 floors of serviced office space, the corporate office benefits from the thriving local community, nestled within the sought-after waterfront area.

Mace has been working with DMCC since 2016, where we provide and manage a range of essential facilities services to the business centre.

Operational excellence is a key driver for DMCC, and in 2020 Mace delivered energy savings, maintained a high standard of health and safety with no incidents, and upheld the Gold LEED accreditation for One JLT.

With a reputation for setting and maintaining high standards, Mace adopted a stringent internal audit process to exceed the client's expectations of FM delivery, allowing the One JLT building to set a benchmark for other commercial buildings in the area to follow.

Using our experienced technical specialists, we have delivered a range of facilities services over the course of the five-year relationship, with a continued focus on a five-star service across the corporate real estate space.

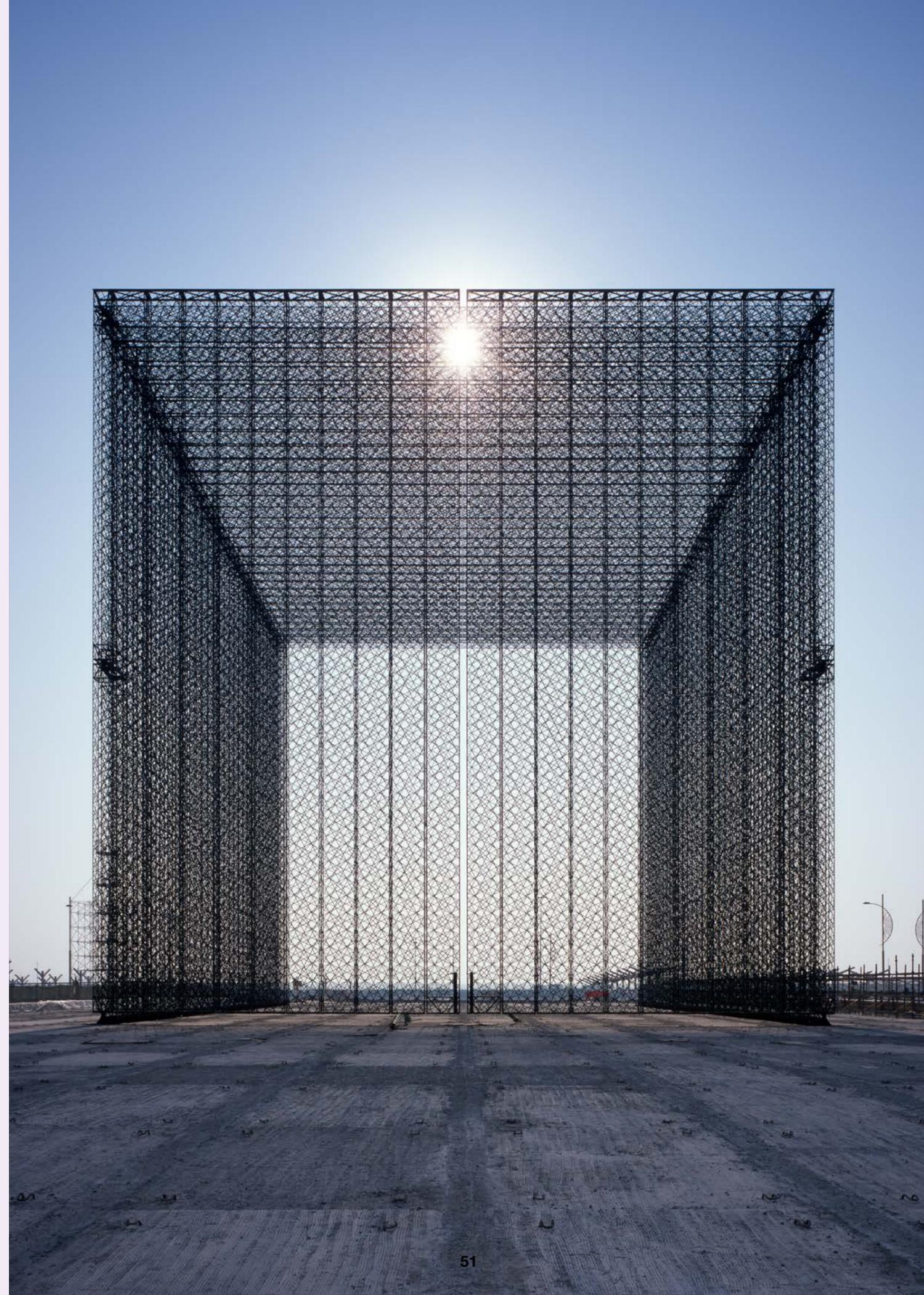


“One JLT is the jewel in the crown of the Jumeriah Lakes Tower development. Mace has been committed to providing a high-quality service since we began working with DMCC, and we'll continue to focus on delivering distinctive value. Our focus on the future is on maintaining this high level of service delivery, and ensuring continued customer satisfaction.”

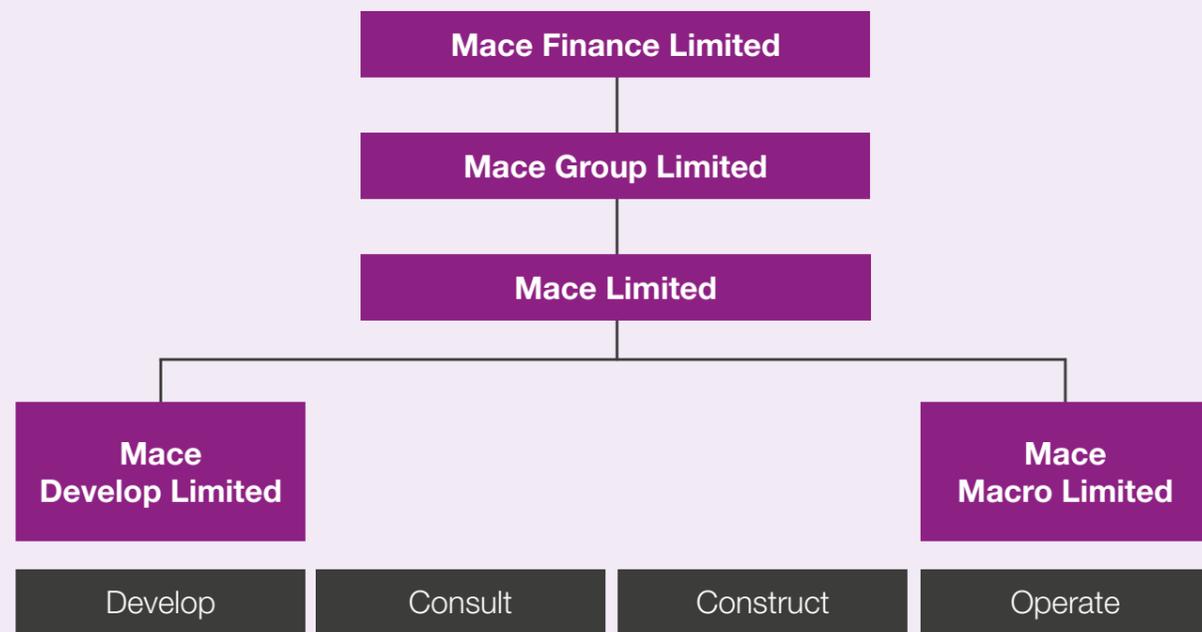
Parris Ullrich
Regional Director, Facilities Management, MENA

FINANCIAL OVERVIEW

03



OUR REPORTING STRUCTURE



Please see below for download links for the full submitted reports and accounts for Mace Finance Limited and Mace Limited.



MACE FINANCE LIMITED

EXTRACT OF THE CONSOLIDATED ACCOUNTS

MACE FINANCE LIMITED

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME YEAR ENDED 31 DECEMBER 2020

	2020 £000s	2019 Restated £000s
Group revenue	1,730,512	1,782,279
Cost of sales	(1,580,833)	(1,620,314)
Gross profit	149,679	161,965
Administrative expenses	(125,337)	(130,308)
Other Income	5,362	-
Fair value on financial assets measured at FVPL (inc. derivatives)	3,809	(444)
Operating profit before exceptional items	33,513	31,213
Exceptional items	(15,492)	(6,205)
Operating profit	18,021	25,008
Share of profit of associates and joint ventures	5,776	5,659
Loss on disposal of a subsidiary	(13)	-
Profit on ordinary activities before interest	23,784	30,667
Finance income	11,599	182
Finance costs	(15,635)	(7,430)
Profit on ordinary activities before taxation	19,748	23,419
Income tax expense	(4,911)	(8,102)
Profit from continuing operations	14,837	15,317
Profit for the year attributable for		
Owners of the parent	14,630	14,940
Non-controlling interest	207	377
	14,837	15,317
Other comprehensive income		
<i>Items that will or may be classified to profit and loss:</i>		
Exchange differences on re-translation of foreign subsidiaries	(1,622)	(3,240)
Recycling of accumulated of foreign exchange differences on disposal of foreign operations	-	4,092
<i>Items that will not be classified to profit and loss:</i>		
Fair value movements on other investments classified as fair value through other comprehensive income	-	45,765
Total comprehensive income for the year	13,215	61,934
Total comprehensive income for the year attributable to:		
Owners of the parent	13,137	61,557
Non-controlling interest	78	377
	13,215	61,934

MACE FINANCE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	2020 £000s	2019 Restated £000s
Non-current assets		
Property, plant and equipment	24,009	28,782
Intangible assets	155,305	149,966
Deferred tax asset	8,021	4,486
Investments in joint ventures	2,676	3,072
Other Investments	10,116	8,600
	200,127	194,906
Current assets		
Trade and other receivables	364,898	393,412
Development work in progress	181,975	237,403
Development loan to joint venture	63,602	57,917
Other work in progress	-	-
Financial assets	748	-
Current tax assets	14,803	6,338
Cash at bank	258,714	202,281
	884,740	897,351
Current liabilities		
Trade and other payables	(619,705)	(595,161)
Provisions	-	(29,188)
Financial liabilities	-	(1,544)
Current tax liabilities	(83,306)	(42,123)
Lease liabilities & borrowings	(118,204)	(134,098)
	(821,215)	(802,113)
Net current assets	63,525	95,238
Total assets less current liabilities	263,552	290,144
Non-current liabilities		
Trade and other payables	-	(10,831)
Provisions	(78,181)	-
Lease liabilities & borrowings	(139,529)	(241,784)
Deferred tax liabilities	(159)	-
	45,783	37,529
Net assets/(liabilities)	45,783	37,529
Capital and reserves		
Called up share capital	2	2
Share based payment	10,735	9,803
Own shares	(850)	(1,228)
Accumulated reserves	34,208	27,147
Equity shareholders' funds	44,095	35,724
Non-controlling interests	1,688	1,805
Equity shareholders' funds	45,783	37,529

MACE FINANCE LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS YEAR ENDED 31 DECEMBER 2020

	2020 £000s	2019 £000s
Cash flows from operating activities	182,135	(51,307)
Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	(7,689)	(13,460)
Dividends from JV & Associates	5,821	5,348
Acquisition of investments	(167)	(594)
Proceeds from disposals of fixed asset	1,081	-
Net cash used in investing activities	(954)	(8,706)
Cash flows from financing activities		
Dividends paid	(1,225)	(7,617)
Own shares acquired	-	(1,183)
Share redemption	(4,500)	-
Increase in borrowings	8,407	46,232
Repayment of borrowings and lease liabilities	(109,740)	(5,839)
Repayment of loan notes	-	(2,500)
Net cash movement from financing activities	(107,058)	29,093
Net increase/(decrease) in cash	74,123	(30,920)
Cash at bank and bank overdrafts at beginning of year	169,971	202,584
Effects of currency translation on cash at bank and bank overdrafts	555	(1,693)
Cash at bank and bank overdrafts at end of year	244,649	169,971
Cash at bank and bank overdrafts		
Cash at bank	258,714	202,281
Bank overdrafts	(14,065)	(32,310)
	244,649	169,971

MACE LIMITED

EXTRACT OF THE CONSOLIDATED ACCOUNTS

MACE LIMITED

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME YEAR ENDED 31 DECEMBER 2020

	2020 £000s	2019 Restated £000s
Group revenue	1,730,512	1,782,279
Cost of sales	(1,580,833)	(1,620,314)
Gross profit	149,679	161,965
Administrative expenses	(118,038)	(123,646)
Other Income	5,346	-
Fair value on financial assets measured at FVPL (inc. derivatives)	3,809	(444)
Operating profit before exceptional items	40,796	37,875
Exceptional items	(15,492)	(6,205)
Operating profit	25,304	31,670
Share of profit of associates and joint ventures	5,776	5,659
Loss on disposal of a subsidiary	(13)	-
Profit on ordinary activities before interest	31,067	37,329
Finance income	16,492	3,375
Finance costs	(15,621)	(7,366)
Profit on ordinary activities before taxation	31,938	33,338
Income tax expense	(7,250)	(10,252)
Profit from continuing operations	24,688	23,086
Profit for the year attributable for		
Owners of the parent	24,481	22,709
Non-controlling interest	207	377
	24,688	23,086
Other comprehensive income		
<i>Items that will or may be classified to profit and loss:</i>		
Exchange differences on re-translation of foreign subsidiaries	(1,622)	(3,240)
Recycling of accumulated of foreign exchange differences on disposal of foreign operations	-	4,092
<i>Items that will not be classified to profit and loss:</i>		
Fair value movements on other investments classified as fair value through other comprehensive income	-	45,765
Total comprehensive income for the year	23,066	69,703
Total comprehensive income for the year attributable to:		
Owners of the parent	22,988	69,326
Non-controlling interest	78	377
	23,066	69,703

MACE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	2020 £000s	2019 Restated £000s
Non-current assets		
Property, plant and equipment	24,009	28,782
Intangible assets	40,499	35,160
Deferred tax asset	7,777	4,782
Investments in joint ventures	2,676	3,072
Other Investments	10,116	8,600
	85,077	80,396
Current assets		
Trade and other receivables	494,640	524,693
Development work in progress	181,975	237,403
Development loan to joint venture	63,602	57,917
Other work in progress	-	-
Financial assets	748	-
Current tax assets	14,803	6,338
Cash at bank	257,580	199,007
	1,013,348	1,025,358
Current liabilities		
Trade and other payables	(623,083)	(598,097)
Provisions	-	(29,188)
Financial liabilities	-	(1,544)
Current tax liabilities	(83,825)	(43,638)
Lease liabilities & borrowings	(118,204)	(136,898)
	(825,112)	(809,365)
Net current assets	188,236	215,993
Total assets less current liabilities	273,313	296,389
Non-current liabilities		
Trade and other payables	-	(10,831)
Provisions	(78,181)	-
Lease liabilities & borrowings	(142,329)	(241,784)
Deferred tax liabilities	(159)	-
Net assets/(liabilities)	52,644	43,774
Capital and reserves		
Called up share capital	1,000	1,000
Accumulated reserves	49,956	40,969
Equity shareholders' funds	50,956	41,969
Non-controlling interests	1,688	1,805
Equity shareholders' funds	52,644	43,774

MACE LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS YEAR ENDED 31 DECEMBER 2020

	2020 £000s	2019 £000s
Cash flows from operating activities	192,578	(40,384)
Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	(7,689)	(13,460)
Dividends from JV & Associates	5,821	5,348
Acquisition of investments	(167)	(594)
Proceeds from disposals of fixed asset	1,081	-
Net cash used in investing activities	(954)	(8,706)
Cash flows from financing activities		
Dividends paid to company shareholders	(14,028)	(30,223)
Contribution to parent company employment benefit scheme	-	(1,250)
Increase in borrowings	8,407	46,232
Repayment of borrowings and lease liabilities	(109,740)	(5,839)
Net cash movement from financing activities	(115,361)	8,920
Net increase/(decrease) in cash	76,263	(40,170)
Cash at bank and bank overdrafts at beginning of year	166,697	208,560
Effects of currency translation on cash at bank and bank overdrafts	555	(1,693)
Cash at bank and bank overdrafts at end of year	243,515	166,697
Cash at bank and bank overdrafts		
Cash at bank	257,580	199,007
Bank overdrafts	(14,065)	(32,310)
	243,515	166,697



macegroup.com



Mace
155 Moorgate
London
EC2M 6XB
United Kingdom
