Annual Report
2024

WE ARE MACE

Delivery consultants
and construction experts

macegroup.com

Hudson Tunnel Project
New York City

In 2024, the Gateway Development Commission, jointly established by the States of New Jersey and New York, appointed our Mace-Parsons-Arcadis joint venture (operating as MPA Delivery Partners) to lead delivery of the US$16 billion Hudson Tunnel Project. This significant, 15-year megaproject is regarded as the nation's most urgent infrastructure priority to establish a reliable and resilient transit connection serving the world's largest economic mega region.

The Hudson Tunnel Project will provide long-term resiliency and reliability to improve commuter and inter-city transit operated by NJ Transit and Amtrak, eliminating a single point of failure serving a regional economy that drives 20% of the nation's gross domestic product.

As delivery partner, we are working alongside Gateway Development Commission to manage the complex programme and extensive works.

Major elements include the construction of nine miles of new transit tracks between New York and New Jersey; a new, 2.4-mile, two-tube tunnel beneath the Hudson River; and subsequent rehabilitation of the antiquated 1910-era North River Tunnel to address age and flood damage constraints.

Five of the Hudson Tunnel Project's 10 construction packages are now in progress, including:

1. Tonnelle Avenue Bridge and Utility Relocation over a new railroad right-of-way where tunnel boring machines that will dig the New Jersey portion of the new Hudson River Tunnel;
2. Section three of the Hudson Yards Concrete Casing right-of-way, on the west side of Manhattan, will link the new Hudson River Tunnel to New York Penn Station;
3. Hudson River Ground Stabilization, the first heavy works to reinforce the Manhattan shoreline, enabling tunnel construction without disrupting the river ecosystem;
4. Palisades Tunnel works, to bore the first mile of the twin tubes on the New Jersey side of the river; and
5. The Manhattan Tunnel works, to bore the new tunnel tubes that will connect to the Hudson Yards Concrete Casing on the New York side.

Upon completion, the project will make four tracks available on the route between New Jersey and New York, two in the new Hudson River Tunnel, and two in the renewed North River Tunnel.

The project is already creating local jobs and business benefits. Over the life of the programme, it will create more than 95,000 jobs and generate $19.6 billion in economic activity supporting construction. Ultimately, it holds greater promise to reduce social, environmental and economic impacts associated with congestion and service delays, while promoting community development and improving workforce productivity, public safety, and connectivity throughout the region.

2.4
mile-long tunnel

Expected to create
95,000 jobs

Our purpose:

TO REDEFINE THE BOUNDARIES OF AMBITION

This purpose challenges and energises us to improve, innovate and go beyond expectations. To dream bigger and achieve more for every place, project and person.

At Mace, we see every challenge as an opportunity to bring our ambitions to life. We believe our only limits are the ones we give ourselves.

Contents

BUSINESS OVERVIEW

What we do

We are delivery consultants and construction experts.

Together, we find a way to unleash the potential within every place, project and person – inspiring the stories that shape our lives and change our world.

Our Engines

Consult
We are programme and project delivery consultants.

Creating a more sustainable future. We harness our unique combination of leading-edge practical expertise and programme and project delivery consultancy to unlock the potential in every project. Every place. Every person.

Read more
Page 30

Construct
We are construction experts.

Leaving legacies. Bringing market-leading insight to every project. Forming trusted partnerships so that everyone can achieve more, together. We bring the most innovative, leading-edge and sustainable construction projects to life.

Read more
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UCL East

Our story

A history of exceptional delivery

Since day one, we have relentlessly pursued a better way. Our purpose – to redefine the boundaries of ambition – is the reason we do it. It's why we exist. It's what drives us forward. It's how we create an enduring legacy in this world.

We were founded out of a belief that the built environment sector could be more efficient, innovative and responsible. Since 1990 Mace has built a reputation and track record for delivering projects better than ever before: safer, faster and greener.

From iconic skyscrapers to hyper-scale infrastructure projects, state-of-the-art data centres to life sciences facilities, and social infrastructure that supports communities across the world, we recognise that now more than ever we must be bolder, braver and more resilient as we respond to new challenges and navigate a rapidly changing world.

We remain a privately owned business that has grown organically across four global hubs in Europe, Middle East and Africa, the Americas, and Asia Pacific.

As new technologies and needs bring fresh opportunities and challenge how we work, we are innovating and leading the way for our industry. We are pioneering next-generation construction methods and using digital technology to help us excel: collaborating more freely, providing smarter advice, faster designs and even higher levels of performance and value.

By seeing every challenge as an opportunity to dream bigger, we bring ambitions to life.

Our Markets

Cities and places
- Corporate real estate
- Offices
- Mixed-use
- Residential
- Retail
- Arts
- Hotels
- Integrated resorts
- Sports, leisure and events
- Local government
- Central government
- Education
- Justice and blue light

Defence & national security
- Defence
- Cyber, digital and space

Health & life sciences
- Health and social care
- Life sciences and pharmaceutical
- Science, discovery and R&D

Mobility
- Highways
- Aviation
- Rail
- Ports

Resilience
- Nuclear
- Energy
- Utilities

Technology & manufacturing
- Industrial and logistics
- Data centres

OUR DIFFERENTIATORS

As a global business operating in the built environment for more than 30 years, we connect expertise across the entire property and infrastructure lifecycle to help our clients, colleagues and communities achieve more than they believe possible. The breadth, scale and diversity of our experience enables us to respond quickly and effectively to evolving market needs and to challenge the status quo.

01

We are purpose-led

Our purpose is to redefine the boundaries of ambition. It's at the heart of everything we do. It's why we exist and ensures we always act in the best interests of our stakeholders, society and the planet. We play a key role in building a sustainable, resilient and connected world. We champion our people and the communities in which we operate. We create economic and social value for all our stakeholders thanks to the fresh perspectives generated by our diverse and inclusive culture. We leave lasting legacies, creating a positive sustainable impact for communities across the globe.

02

We deliver the most complex programmes and projects

We thrive in tackling the largest, most technically complex programmes and projects, pushing the boundaries of what's possible. We have an industry-leading track record of delivering ambitious programmes and solving problems through our flexible, innovative and agile approach.

Our extensive portfolio of work speaks for itself – from iconic buildings that shape city skylines to transport systems that enable people to connect more easily. We are one of the few companies that is capable of being a delivery partner for projects that demand new thinking, expert integration and innovation. With a deep understanding of what it takes to get projects done, our experts are dedicated to creating and maintaining dynamic, long-term, collaborative partnerships with clients. We provide valuable assurance of delivery performance based on lessons we have learned managing programmes and projects across the globe.

One Za'abeel

03

We have unique expertise, shared across two complementary Engines

Our people know what it takes to deliver the world's most complex programmes and projects. Our Consult and Construct Engines share expertise, insights, best practice and capabilities from across the globe. Our people are empowered to think smarter, be more flexible and adapt more quickly, and are dedicated to creating and maintaining dynamic, long-term collaborative partnerships with clients. Our understanding of the built environment and vast data set enable us to manage risk, seize opportunities and see the bigger picture.

04

We are strong, resilient and adaptable

We have always embraced change and fresh perspectives. Our adventurous, entrepreneurial spirit drives us to ask new questions and find new answers. The way we deliver programmes and projects is constantly becoming smarter, faster and safer, creating a more resilient and differentiated business. Our leadership team has a deep understanding of the built environment sector's complexities and nuances.

Their expertise, contribution to projects and industry leadership give our clients, colleagues and communities confidence, and has enabled Mace to grow, evolve and to be a financially successful business for more than 33 years.

05

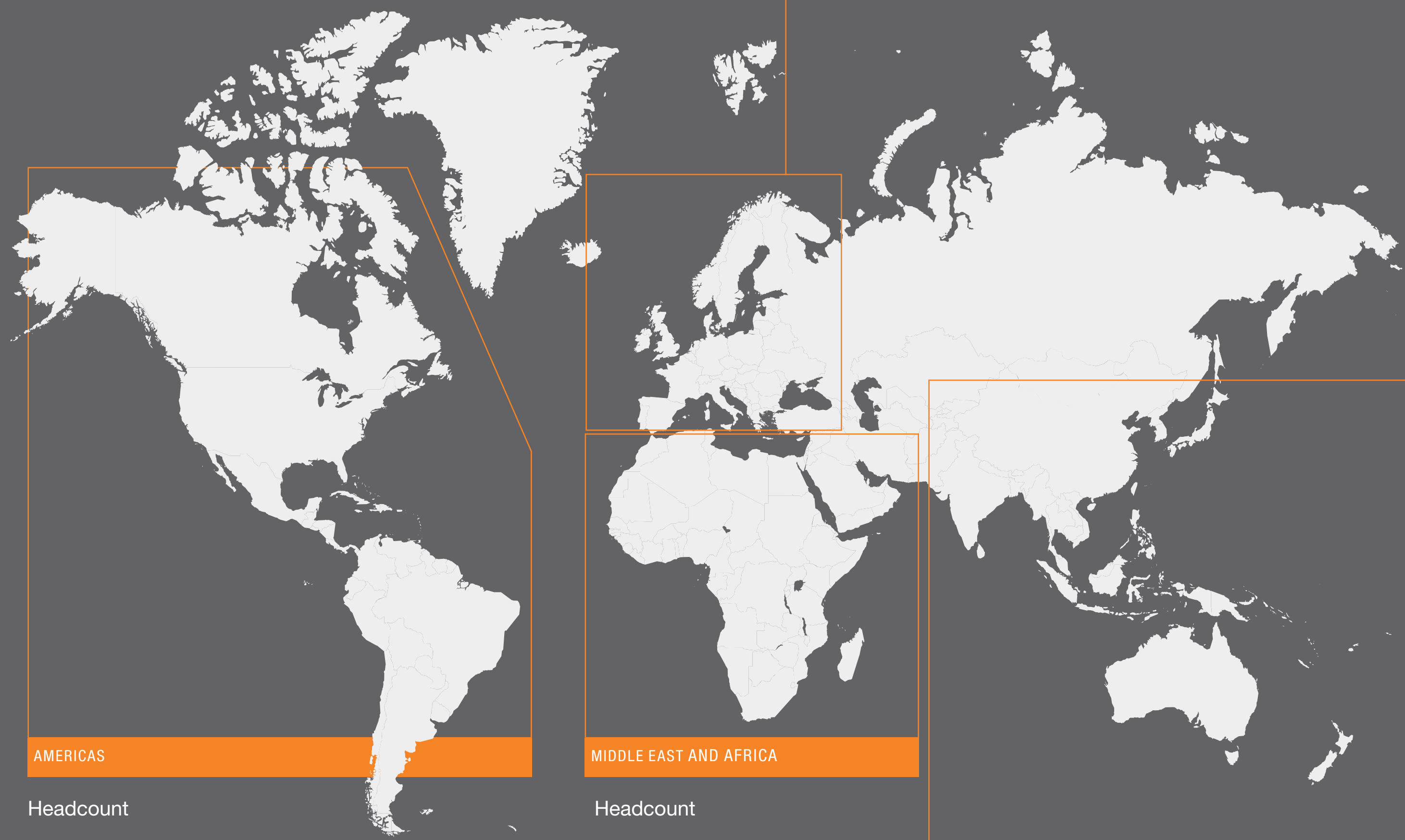
We are driving sustainability, innovation and digitalisation

Our commitment to innovation helps us reach bold sustainability targets. We are creating low-carbon communities, reducing water use and promoting biodiversity.

The data and practical insights we have accumulated from programmes and projects across the world, the investments we have made in technology and our commitment to finding a better way have enabled us to develop digital solutions, industrialised approaches and new, low-carbon solutions that address the challenge of climate change.

Hong Kong

WE ARE MACE



EUROPE

Headcount

5,780

2024	5,780
2023	5,364

Net revenue

£2.55bn

2024	£2.55bn
2023	£2.20bn

AMERICAS

Headcount

325

2024	325
2023	285

Net revenue

£65.3m

2024	£65.3m
2023	£60m

MIDDLE EAST AND AFRICA

Headcount

1,307

2024	1,307
2023	1,079

Net revenue

£207.8m

2024	£207.8m
2023	£149.7m

ASIA PACIFIC

Headcount

705

2024	705
2023	763

Net revenue

£33.1m

2024	£33.1m
2023	£38.3m

Financial performance indicators

		2024	2023
Group revenue	£2.79bn	£2.79bn	£2.36bn
Group operating profit	£50.7m	£50.7m	£64.3m
Consult revenue	£686.6m	£686.6m	£619.4m
Construct revenue	£2.1bn	£2.10bn	£1.73bn
Cash at bank (excluding restricted cash)	£320.2m	£320.2m	£211.6m

Corporate responsibility performance indicators

		2024	2023
Client carbon saved	3.4m tCO_2e	3.4m tCO_2e	1.7m tCO_2e
Colleague satisfaction score	83%	83%	83%
Client satisfaction	89%	89%	86%
Group headcount	8,117	8,117	7,421
Accident frequency rate	0.036	0.036	0.036
Research and development investment	£71.4m	£71.4m	£68.0m

Mark Reynolds
Group Executive Chairman

RESILIENT AND RESPONSIBLE BUSINESS

"Fuelled by significant growth and global success, and encouraged by the resilience to economic challenges, we have demonstrated we are now more ambitious than ever."

When I took up the role as Group Chief Executive of Mace in 2013, the team and I wrote a business plan to double Mace's revenue, to become the leading global programme manager in the property and infrastructure sector and to become a top 10 contractor in the UK.

Now, as I hand the baton to Jason Millett as our new Group Chief Executive and move to Group Executive Chairman, it's a privilege to be able to look back with pride and say that we achieved all of those goals – and went beyond them.

I am incredibly proud of what Mace and the brilliant people who make up our business have achieved in the last 12 years. Not just transforming our industry to be safer, more sustainable and more productive, but also the impact we have had on city skylines around the world and the communities we have built and supported.

It's been a fantastic journey: one that is moving to its next chapter. 2024 was a hugely important one for Mace. A year in which we took stock of all that we had achieved and set bold goals for our future. A year in which we delivered exceptionally on behalf of our clients and were recognised for those achievements, winning several awards including Contractor of the Year in the UK for the fifth year in a row.

Fuelled by significant growth and global success, and encouraged by the resilience to economic challenges, we have demonstrated we are now more ambitious than ever.

Leadership changes

Putting a new governance structure in place from 1 January 2025 was an important step towards preparing our business for the next phase of our growth.

In recognition of the scale and maturity of our business, we have formed a new Group Board and appointed six independent and experienced non-executive directors to help ensure we are robustly governed and challenged on our most important choices. They are already providing valuable support to our business, bringing their cross-sector expertise to our strategic decision-making.

In January 2024, we announced Jason Millett as our Group Deputy CEO and in May, as we shared plans to double the scale of our Consult business by 2030 to more than £1.2bn in revenue and maintain our position as the number one contractor in London, we announced that Davendra Dabasia was to be appointed as CEO of Consult following the Engine's rapid global expansion during his tenure as COO.

The Daubeny – Oxford Science Park

Further leadership changes saw Stephen Pycroft and Mark Holmes step down as directors of Mace, although they remain owners of the business. Both Stephen and Mark have played a pivotal role in Mace's success and were an invaluable support to me during my tenure as Group Chief Executive.

We also bid farewell to Gareth Lewis, who stood down as CEO of Mace Construct and the Mace Executive Board after a 27-year career with the Group. I would like to thank Gareth for his service to Mace.

Challenges overcome

Undoubtedly, 2024 had its challenges. There were elections and political changes across the world, wars in Ukraine and Gaza, and economic and market volatility. In the UK, these uncertainties affected several built environment businesses. Our sector now looks very different – more consolidated, more focused.

In 2024 we grew significantly, and our Consult Engine had a stand-out year in terms of profitability and revenue growth.

One construction project impacted our overall performance. However, the project has since been closed out and we have made a number of decisions to improve the consistency with which our Construct business will measure risk and operate going forward. We know we are good at what we do – delivering for our clients and leading the industry – and the lessons we learnt in 2024 have intensified our focus on the resilience and efficacy of our business.

We have made fundamental changes to how we operate, manage risks and decide who we work with. I'm pleased with how the Group navigated its way through the challenges of 2024 and seized so many opportunities. We ended the year with our highest ever cash balance; we are building an amazing digital foundation that will transform how we work, how we create value and how we set new standards of performance for the sector; and, supported by our new governance structure, we are ensuring that we choose the projects and partners that fit our risk profile and that we can make a difference to. It's a great position to be in.

A promising future

Looking towards 2025, we have a strong pipeline of work, an international reputation for delivery and fantastic opportunities to offer our people: an industry-leading portfolio of transformative programmes that will take us into the next decade and beyond.

Around the world, our industry is benefitting from, and playing a major role in, significant investment in the built environment. I'm confident that Mace will be at the forefront of these efforts in the years ahead.

As Co-Chair of the Construction Leadership Council, I can see evidence of the next steps in our industry's transformation. The UK Government has pledged its commitment to growth and has increased its focus on housing and infrastructure. The Construction Leadership Council is advising government bodies on how to direct this investment to create the maximum impact and best value for the UK taxpayer.

As a business, we are excited about the next phase of our growth; bold, purpose-led and ambitious; focused on the areas in which we excel. Under Jason's leadership, Mace will embark upon a new era of substantial global expansion, while continuing to lead the transformation of our industry and provide our people with the best career opportunities in the sector.

It has been an honour to lead the Mace team for the past 12 years. I'd like to thank everyone – colleagues, clients, members of our supply chain – for their support. I look forward to my next chapter as Executive Chairman, as we continue transforming our business and, increasingly, seeing our Engines recognised as the leading global programme and project delivery consultants and construction experts.

Mark Reynolds

Mark Reynolds
Group Executive Chairman
23 May 2025

Q & A

Jason Millett Group Chief Executive Officer

FOCUS. RESILIENCE. SOCIAL VALUE.

In January 2025, Jason Millett was appointed Chief Executive for Mace Group, following twelve months as Group Deputy Chief Executive as part of a planned succession. He was most recently in charge of Mace Consult's growth and evolution as CEO of Consult.

How would you sum up 2024?

The year was one of transition. Across the Group we placed greater focus on creating a strong platform for exciting growth and on building resilience in 2025 and beyond.

Overall, our performance in 2024 was positive. We saw Group revenue grow by 18.3% to £2.79bn, developed a strong £7.2bn pipeline of work, and continued to evolve our services across our global hubs and markets.

Consult's four-hub operating model enabled the business to achieve impressively consistent delivery performance across the globe, with each hub securing landmark project wins during the year. Revenues grew by 10.8% to £686.6m (2023: £619.4m) and profits before tax grew by 74% to £77.7m (2023: £44.6m).

Our Construct Engine saw positive revenue growth despite several external factors impacting the UK and European economies. However, the Engine's performance was affected by a very small number of challenging projects, one of which had a significant impact on this year's overall performance. The project has since been successfully closed out and we have taken lessons on board in our plans for 2025.

By the end of the year the Construct business had successfully delivered a number of commercial and fitout projects including 40 Leadenhall Street in London. We saw revenues grow by 21% to £2,098.3m and deepened our construction expertise as a specialist contractor, with a strong and balanced mix of work in the UK.

We could have lowered our expectations as industry-wide challenges hit, but that's not how we operate. We are very clear on what our purpose is and my ethos is that it's always better to aim high and do your best to stay focused on impact, delivery and outcomes that matter. That's the Mace way and it's what we will continue to do.

Revenue growth

+18.3%

Pipeline of work

£7.2bn

What lessons from 2024 will you take into your role as Chief Executive?

2024 was my final year as Chief Executive of Mace Consult, and I'm incredibly proud of what the team achieved. It was a standout year for the Engine and, fittingly, it marked the fulfilment of the ambitions we set out back in 2017. In that time, we built an operating model to support our ambitions, moved into new territories, won some incredible work across our hubs and cemented our reputation in the industry.

Despite some challenging projects, our Construct Engine also grew by 17% this year and has £2.0bn turnover secured for 2025. We closed our logistics business to focus our specialist offer entirely on MEP, and I've been particularly pleased with the growing levels of vertical integration between this service and our sector-led business units. Our infrastructure business had its strongest year to date with 500 colleagues working on some of the largest and highest profile rail and aviation projects in our history. We delivered projects of the highest calibre from the largest at 40 Leadenhall to the world-famous at AstraZeneca's Cambridge Biomedical Campus. But if 2024 taught us anything, it's that there's always room for improvement.

I want to take Construct's strong foundations and transform it into a more resilient, productive business, even more effective at identifying and mitigating risk, with more predictability on our projects and better use of data and digital practices. This is the perfect time to do it, as the market conditions and geopolitical challenges of 2024 created the perfect catalyst for change and evolution. It's what Mace does best.

What projects in 2024 stood out for you?

For one of the biggest highlights, we need to go back to the start of the year and our appointment as delivery partner on the HTP in New York. This will be a game changer for us. It is currently the largest ongoing infrastructure project in the country, and strategically, it proves that our global operating model is working. It demonstrated our ability to work across borders as a truly global business and, reputationally, it reinforced our leadership position as delivery partner to the world's most significant infrastructure programmes. At a time when the focus on these programmes is increasing, that puts us in a great position to grow.

We had a number of incredible project milestones in 2024 across Consult and Construct. We secured several new programmes with defence and pharmaceutical clients and continued to play an important role across some transformational giga projects and programmes in the Kingdom of Saudi Arabia, including an appointment to the King Salman International Airport development. In Construct, we secured the Gatwick Pier 6 extension and brought together our infrastructure and MEP expertise to complete Heathrow Cargo Tunnel. We completed 40 Leadenhall and secured a number of projects at the heart of the City of London such as 1 Victoria Street, as well as a £184m contract to deliver the next expansion phase at the Oxford Science Park.

> "The year was one of transition. Across the Group we placed greater focus on creating a strong platform for exciting growth and on building resilience in 2025 and beyond."

"It's hugely rewarding to see our talented teams supporting communities all over the world, unlocking new infrastructure opportunities and creating positive and lasting outcomes."

What are the biggest strengths Mace can carry from 2024 into 2025?

Our strength is undoubtedly our people. We wouldn't be celebrating successes like the engineering feat of One Za'abeel in Dubai, achieving a ground-breaking Passivhaus standard accreditation at Palmerston Court in London, or extending our role on the Bicentennial Schools Programme in Peru without the effort, skill and expertise of our people.

In 2024, we wanted to mature our global operating model across our hubs, markets and services, to provide more opportunities for our people and enable service excellence for our clients. So many of 2024's successes – clients placing their trust in us, huge programmes awarded to us – were the result of knowledge sharing, collaboration and teamwork across the Group. We will build on this in 2025.

In return, I am delighted that in 2024 we made some real improvements for our people. We gave them clearer frameworks to guide their careers and their professional development. We made great strides in ensuring that our workplaces enable all our colleagues to feel comfortable and included, and to thrive. If we want to achieve our future goals, we need to keep growing the size and capabilities of our team. That challenges us to ask what we need to do to ensure that talented people want to work at Mace. Perhaps the thing that is most consistently valued by colleagues is the opportunity we provide to work on globally significant programmes and projects: the sorts of job we can only do if we have enough of the very best people.

Go Expansion – Metrolinx

What is the biggest opportunity for growth in 2025?

The leadership changes we made as part of our planned succession strategy have set us up to achieve our future ambitions.

Six non-executive directors were appointed to challenge, advise and give me and the team the benefit of their vast experience from across and outside the built environment sector. It was a huge step for us. The members of our new Group Board have been selected because they understand our purpose and our goals and can help us achieve our ambitions in a well-governed, resilient and efficient way without compromising the adventurous spirit, entrepreneurialism and agility that have always made Mace a great business. I was also delighted to appoint Davendra Dabasia to take up the reins from me as CEO for Consult. Davendra and I have worked closely for many years. He is brilliant at what he does and his passion, drive and commitment are relentless.

The work we did in 2024 means there are lots of opportunities for us in 2025, almost too many to mention. Our global expansion is accelerating. In Asia Pacific, for example, we have been appointed as programme management partner for Hong Kong MTR's new railway extension project. This is our biggest ever win in the region. Programmes like this, the work we are doing with Metrolinx in Canada and the Hudson Tunnel in New York provide us with a platform from which to secure other big wins.

In 2013, I joined and established Mace's major programmes offering and subsequently took the business through a significant step-change from a property and infrastructure consultancy to a global programme delivery consultancy operating in the Middle East and Africa, the Americas, Asia Pacific and Europe. We've made huge progress creating and refining Consult's operating model to support its growth ambitions. From evolving our entry into new markets, evolving our delivery partner offering and global best practice to clients, we have a diverse and balanced range of work across corporate real estate and infrastructure in each of our hubs. It's hugely rewarding to see our talented teams supporting communities all over the world, unlocking new infrastructure opportunities and creating positive and lasting impact.

The market appetite for what we do is huge, so why would we slow down now? What will define our future success is how we respond to substantial opportunities that are available to our business. We have always evolved as the market and client demands have changed. That's how we've grown in the past, and it's how we will continue to grow in the future.

One Za'abeel

"The sector is on the verge of radical change, and we want to be at the forefront of that change."

What are your priorities for 2025?

Right now, we're developing our 2030 Vision, so it's fitting that we revisit our strategic priorities. The world has changed since 2021 and so has our organisation, the needs of clients and our communities.

We will continue to focus on being a financially resilient business. We've done the hard work of defining our plans and putting new structures in place, and now I want to reap the benefits of being selective and pragmatic in our choices about the jobs we bid for and forward-thinking and well-governed in everything we do. It's all about having focus, clarity and impact in how we work – focusing on value-add activities, eliminating inefficiencies and simplifying our collective focus on the business outcomes that matter the most.

The sector is on the verge of radical change, and we want to be at the forefront of that change while maintaining our focus on what we do really well. We're incredibly proud of our entrepreneurial culture and client focus, our commitment to health and safety and the steps we've taken to continuously challenge ourselves as there is always room for improvement. But new technologies are providing us with new opportunities, from artificial intelligence to advanced robotics to industrialised construction solutions. We need to make these changes thoughtfully and with agility, driving change across the Group through our people and the right partnerships.

Carbon reduction is still an important component of our strategy and our approach to project delivery. We will still be a leading global contributor to reducing carbon in the built environment. However, our approach to sustainability needs to be broader. There is now increased demand and expectation for our work to have positive social impact: to help build more sustainable, resilient and inclusive communities, cities and places that can cope with the demands of the future, and which have the supporting infrastructure they need. We care about our legacy in these areas. Supporting global causes, giving back, sharing knowledge, inspiring the next generation.

What does the future hold for you?

I'm looking forward to a new chapter, to helping the business through its next phase. It means a lot to me to be given the opportunity to lead a business that can contribute so much to the future of our industry, provide exciting careers for people and huge long-lasting benefits for communities.

I joined Mace in 2008, at a time when the Group was heading into a new chapter, making its mark globally, very publicly delivering the London 2012 Olympic and Paralympic Games and the Shard, taking on the projects the rest of the industry thought couldn't be done. In the past 17 years, I have been proud and inspired to see how much the Group has grown and developed, the reputation we have secured, both here in the UK and globally, and the experts we have trained and developed.

We have the passion, the energy and a clear roadmap to achieve our growth plans.

Jason Millett

Jason Millett
Group Chief Executive
23 May 2025

David Allen
Group Chief Financial Officer

FINANCIAL OVERVIEW

2024 taught us some valuable lessons. We entered 2025 as a stronger, better-governed, more resilient business.

Highlights

Cash at bank
£320.2m

Consult turnover
£686.6m

Construct turnover
£2.10bn

Group turnover 2024
£2.79bn

A year of growth

Mace Group grew significantly in 2024. Revenues were up by 18.3% to £2.79bn (2023: £2.36bn) and we ended the year with a record cash balance of £320.2m (2023: £211.6m), which is tangible evidence of the fundamental health and resilience of our business. We strengthened our global order book by 2% to £7.2bn (2023: £7.1bn), improved our risk management processes and brought robust governance and independent oversight into our business, aligning the way we work with the principles of the UK Corporate Governance Code.

2024 was a stand-out year for our Consult business. Consult's four-hub operating model enabled the business to achieve impressively consistent delivery performance across the globe, with each hub securing landmark project wins during the year. Revenues grew by 10.8% to £686.6m (2023: £619.4m) and profits before tax grew by 74% to £77.7m (2023: £44.6m). The diversification of revenue streams across service lines, geographies and markets helps the business manage risk and improves the quality and value of its earnings.

Our Construct business had a challenging year. There were significant problems on a small number of projects that were secured pre-Covid and which have now been completed. One project had a significant impact on our overall performance. However, the business displayed great professionalism, discipline and resilience in resolving the relevant issues effectively and we have made important adjustments to our strategy to prevent similar risks from affecting the business in the future.

Setbacks are often powerful opportunities to learn. We learned a lot in 2024 and have established additional controls to govern how we select the work we bid for, choose and appoint subcontractors and contract with our clients. Most of the Construct business performed very well in 2024. Its revenues grew by 21% to £2,098.3m (2023: £1,734.8m) and, despite its challenging jobs, profit before tax was £15.7m (2023: £79.3m). In the second half of the year, the fitout and retrofit business unit took on several projects and a number of new colleagues following the collapse of ISG plc, which will boost revenue and profit in 2025.

The professionalism and care with which we approach commercial matters was evidenced in the final weeks of 2024 by a significant partial arbitral award on a large technology project and by a decisive, favourable judgment handed down by the Court of Appeal relating to a historic project for Sky UK Limited.

We experienced both successes and challenges in 2024. We celebrated Consult's excellent performance and enjoyed the benefits of some valuable overhead cost reductions, but we also weathered Construct's challenges, a £6.7m impairment of the Group's loan to a development joint venture and a modest increase in financing costs. Altogether, profit before tax for 2024 was £43.2m.

This was £18.5m or 30% below the 2023 profit before tax of £61.7m – a positive result in difficult circumstances and something for the new Engine leadership teams that were established in 2024 to build on.

Increasing Mace's financial strength

In 2024, we secured a new £90m Export Development Guarantee loan from our principal bank, J.P.Morgan. The loan benefits from a guarantee that is provided by UK Export Finance, a UK Government ministerial department and the nation's export credit agency. The amortising loan will mature in August 2028 and is intended to provide the working capital needed to continue the international growth of our Consult business. The loan is a significant, tangible endorsement of our strategy and resilience from organisations that know us well. It is helping Consult take on roles such as the Programme Management Partner for Hong Kong MTR's New Railway Extensions Projects.

We were also delighted to secure the extension until January 2026 of a £10m revolving credit facility that is provided by BBVA.

Mace Group is focused on maintaining and enhancing the strength of its balance sheet and on remaining financially resilient. Net assets reduced by £6.8m during the year. This was the net result of profitable trading and the purchase of shares for consideration of £30.4m. As previously noted, we finished the year with a record cash balance of £320.2m. Together with the successful re-financing of the Group noted above, Mace made substantial progress in 2024 in growing its access to liquidity.

Working capital remains a key focus area. We improved our debtor days by three days whilst maintaining payment practices that support our supply chain. 99% of payments were made within 60 days, a positive performance that was summarised in the Group's H2 2024 Duty to Report submission.

Looking forward

The Group's growing order book creates a fantastic platform for 2025 and beyond.

Consult ended 2024 with an order book of £1.5bn (2023: £1.3bn). Of this, £450m was secured work for 2025 (2023: £400m for 2024). This work-winning success and Consult's increasingly evident profile as delivery partner of choice for global mega-projects such as the Hudson Tunnel suggest that the business will be able to grow significantly again in 2025.

Construct's order book at the end of 2024 totalled £5.7bn. This was £238m (or 4%) higher than in 2023 and included £167m of former ISG projects in the fitout and retrofit business unit. Both Engines now have the scale and order book to enable them to be selective about the jobs they bid for and to focus their energies on the programmes and projects to which Mace can really make a difference. The criteria that drive our decisions about bidding are summarised in playbooks that guide the work of both Engines and work winning is overseen by a Tender Committee that is chaired by our Group Chief Executive, Jason Millett.

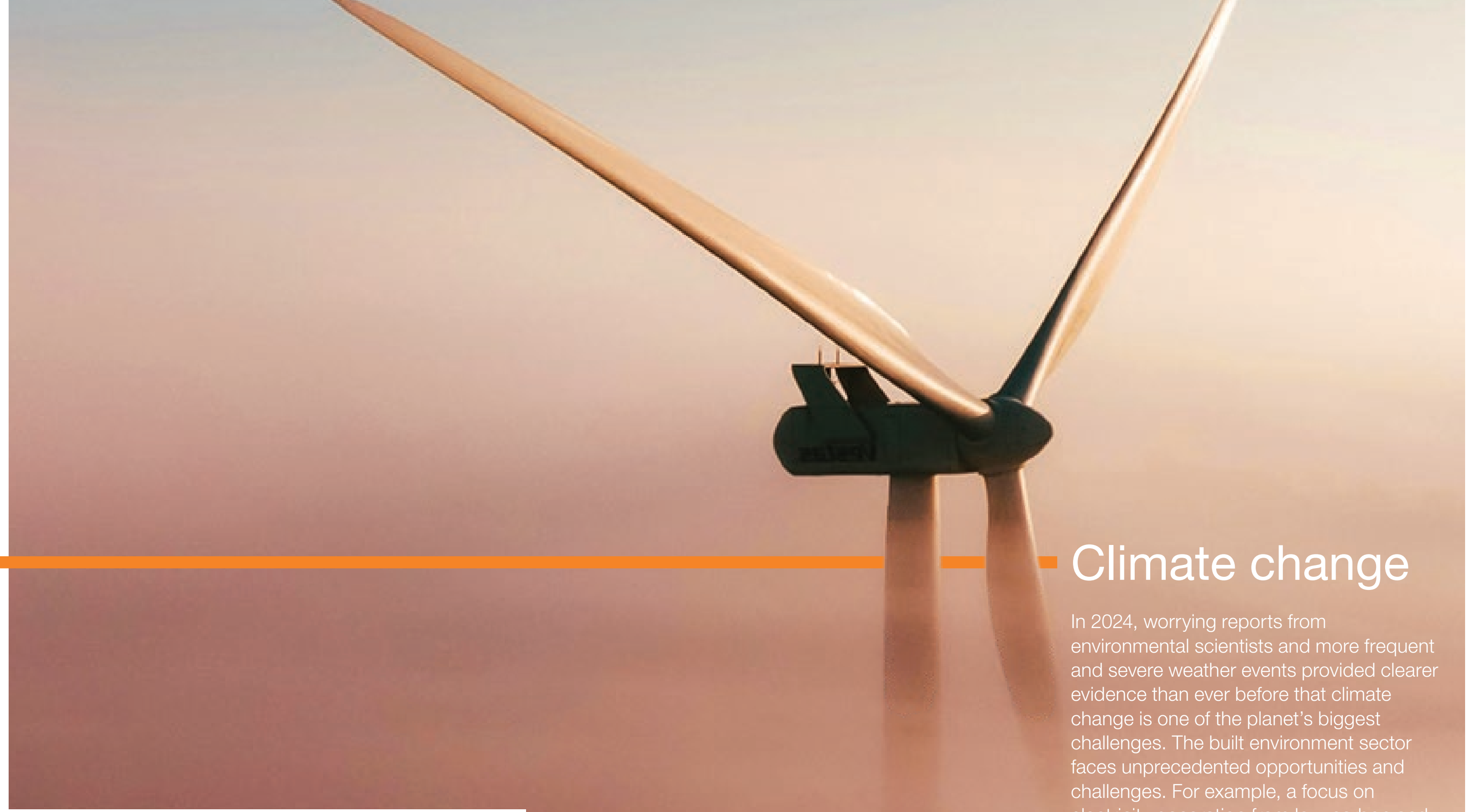
"The Group's growing order book creates a fantastic platform for 2025 and beyond."

On 1 January 2025 a new Group Board was established comprising six non-executive directors and three executive directors. As the governance section later in this Annual Report will explain, this new Board oversees the work of several committees, including the Audit and Risk Committee, which is chaired by one of our non-executive directors, John Coghlan. John attended the final couple of meetings of the predecessor, executive Audit and Risk Committee and has provided valuable guidance on the ongoing effort to strengthen our financial control, assurance, resilience and risk management capabilities.

Mace started 2025 with new leadership, new governance, a record order book and a record amount of cash. With market conditions improving, the Group is ready to take a big step forward in 2025.

David Allen
Group Chief Financial Officer
23 May 2025

AN EVOLVING LANDSCAPE



Our world is changing. Expanding populations, economic uncertainty, complex geopolitical situations, technological advances and a global drive for net zero carbon emissions by 2050. The built environment sector needs to adapt. To invest and transform, becoming more consolidated and more focused.

The needs of our clients, stakeholders and communities continue to evolve. At Mace we see challenges as opportunities to use modern technology and our expertise to transform the built environment. Decarbonisation. Data-based decision making. Retrofit versus new build. Innovative design and delivery methods and more collaborative procurements that impact quality, time, cost and social value, and which help shape the built environment for the better.

2024 was a challenging year for the construction industry. China's economic weakness created a more balanced and competitive market for construction materials, helping to keep prices in check throughout the year. However, the challenges of relatively high interest rates, market uncertainty, economic volatility and ongoing shortages of skilled labour remained.

Digital technology

Power. Space. Data. There's a technology revolution underway and the world needs the digital infrastructure to support it. The adoption of new technologies has resulted in additional demand for flexible data centres, multi-functional warehouses, logistics hubs and smart factories. As a sector we must ask ourselves are we responding fast enough, innovatively enough, responsibly enough?

Technology provides some of the answers. Artificial intelligence, advanced robotics and autonomous equipment and vehicles can help transform how the industry operates, how buildings are created and operated, and how cities are planned and developed.

The opportunity to use data more effectively is huge. Delivery data captured from our programmes and projects around the world can inform predictive analytics and AI to improve productivity and predictability. Our new Digitalisation Strategy will guide our approach, helping us build resilience, reduce risk and increase the return on our investments. Since launching our strategy, we have started to work with some of the world's largest technology businesses to test and embed the best technology and processes in specific programmes with a view to rolling out the most valuable innovations across the Group.

In the last 12 months, AI safety treaties have been signed and there have been rapid increases in investment in AI technology and AI-related start-ups. Change has been relatively slow in the built environment sector, but as a result, our industry is ripe for disruption. We cannot be complacent about the coming wave of digitalisation. Organisations that don't adapt quickly will be outpaced by those with a bolder vision of the future. If we can harness technology's benefits and mitigate its risks, while also investing in the skills of our colleagues and supply chains, a safer, smarter, faster, greener, more productive sector will be within reach.

Innovation

£71.4m

invested in research and development in 2024

Climate change

In 2024, worrying reports from environmental scientists and more frequent and severe weather events provided clearer evidence than ever before that climate change is one of the planet's biggest challenges. The built environment sector faces unprecedented opportunities and challenges. For example, a focus on electricity generation from low-carbon and renewable sources has increased demand for new nuclear builds, small modular reactors and hydrogen, tidal, solar and wind energy projects.

Mace is committed to finding new ways to build a more sustainable future for everyone. We understand the risks we must manage. New standards and compliance expectations. Stricter environmental regulations. The need to meet green targets while replacing and rationalising under-utilised estates, rebuilding communities, offices, homes, schools and prisons. The increased up-front cost of using more sustainable materials and the investment required to implement smart, energy efficient technologies and practices.

We see all of this as an opportunity to differentiate ourselves. Introducing innovative technology like Low Carbon Cassettes, manufacturing more of what we do off-site, establishing a circular ethos, and creating buildings that are resilient, sustainable and future proof.

Geopolitical changes

The wars in Ukraine and Gaza and the global election 'supercycle' made 2024 a turbulent year.

This affected supply chains, project planning, investment decisions and the availability and price of construction materials and products.

Several incumbent parties lost power in 2024, including in the United States of America. The world is watching new governments implement new economic policies, spending plans and tariffs.

Despite the geopolitical change of 2024, our role is clear. To bring to life political commitments to improving infrastructure whilst improving the safety, sustainability, resilience and quality of the built environment.

Population and urbanisation

Urbanisation continued to accelerate in 2024. It is estimated that 1.5 million people relocated to an urban centre every week[1]. In many countries, populations are ageing. Globally, 1.6 billion people are projected to be 65 and over by 2050[2].

The needs created by changes in the global population and by urbanisation are increasingly clear: reliable, affordable and safe energy; the infrastructure to deliver energy and clean water, to manage waste and to facilitate transport of all types.

Meeting these needs will require joined up thinking. From Lima to London, our approach is grounded in internationally recognised best practice. This consistency is why our Engines have such a strong track record of creating and delivering well-planned, sustainable, smart and complex urban development projects.

1.5m

relocate to an urban centre every week in 2024

1.6bn

people are projected to be 65 and over by 2050

1 World Economic Forum Every Week, 1.5 Million People Are Moving Into Cities Across The Globe | World Economic Forum
2 Global ageing is a challenge – and an opportunity | World Economic Forum

OUR PURPOSE-DRIVEN STRATEGY

Our strategy allows us to lead with purpose. To continue to build a strong, resilient business that's focused on sustainable, profitable growth, transformation through innovation, protecting our planet and creating real societal impact for our clients and communities.

Our new governance structure helps us to be more considered, open and accountable. In 2024, our business performance was measured against the strategic priorities and associated KPIs set out in our 2026 Business Strategy.

During 2024, we have intensified our focus on the core services delivered by our Consult and Construct Engines. We measure our performance against a set of KPIs that are aligned to our three strategic priorities.

As the following table illustrates, by the end of 2024, we had made substantial progress towards achieving our 2026 goals.

Principal Group risks

1 Health & safety	8 Project & programme delivery
2 People & talent	9 Contract management
3 Sustainability & climate change	10 Third-party management
4 Political & macroeconomic change	11 Innovation
5 Legal, regulatory & compliance	12 Funding & liquidity
6 IT security, resilience, cyber & data protection	13 Financial reporting
7 Fraud	

Strategic priority		2024 performance		2026 KPIs* Target/performance		Further information		Risks	UN SDGs
Pursue a Sustainable World	**Accelerate the built environment's response to the climate emergency.** Our planet has now reached a tipping point. The built environment holds many of the keys to a sustainable world, but bold action is needed – and fast. In an industry that's been slow to adjust, we're taking a lead by committing ourselves to bigger, bolder goals so that we, our clients and partners are all part of creating a world where communities thrive now, and for generations to come.	94.3%	Corporate carbon increase*. For full explanation, see page 45	10% reduction each year	○●○ On schedule.	Our 'Environmental' report	Page 56	2,3,4,5,11	7, 11, 12, 15
		3.47m	Tonnes of client carbon savings secured (cumulative)	10m tCO_2e	○○● Achieved.	Our Task Force on Climate-related Financial Disclosures Statement	Page 78		
		202ha	Hectares of biodiversity gain created (cumulative)	500 ha	●○○ Requires improvement.				
Grow Together	**Engage, develop and inspire our people, clients, partners and communities.** Our people are the heart of our business. While we share ambitions as a collective, we also have ambitions as individuals. We inspire the best in everyone, making Mace the best place for colleagues from all professional backgrounds to develop and progress their careers. We empower and encourage each other, our clients and everyone we work with to embrace challenge and look beyond the boundaries of today.	0.036	Accident Frequency Rate achieved	0.04 AFR	○○● Achieved.	Delivering value to our stakeholders	Page 24	1,2,11	3, 5, 8, 10
		10.7%	Gender pay gap reduction (mean)	10% reduction each year	●○○ Requires improvement.	Our 'Social' report	Page 62		
		1.5%	Ethnicity pay gap reduction (mean)	10% reduction each year	●○○ Requires improvement.	Our Social value performance	Page 70		
		£933m	Value to society created	£700m each year	○○● Achieved.	Our S172 Statement	Page 38		
Deliver Distinctive Value	**Lead the way through innovation, transformation and service excellence.** Results for clients. Service excellence. These goals drive every member of the Mace team. We never stop challenging ourselves to innovate, improve and exceed expectations. This means we're not only creating a more resilient and competitive business; our people are also delivering distinctive value by leading and transforming our industry, driving wider benefits for our suppliers, partners and the communities in which we work.	89%	Client satisfaction score	85% client satisfaction score	○○● Achieved.	Our 'ESG – Governance' report	Page 72	4/5/6/7/8/9/10/11/12/13	9, 16, 17
		-30%	Margin growth	20% growth each year	●○○ Requires improvement.	How our Engines have performed in 2024	Page 30		
		2.6%	Revenue invested in R&D	3.5% of annual turnover invested each year	○●○ On schedule.	Our 'Governance' report	Page 90		
						Our financial statements	Page 110		

* Includes embodied and operational GHG emissions from a development project. Without this completed project we reduced our corporate carbon footprint by 4.3% from the previous year.

* Details of 2026 KPIs can be found on page 55.

VALUE CREATION

Our capital inputs

Inputs

Human capital
Our most valuable asset is our people. We offer them amazing career opportunities, invest in their personal development and foster a culture of diversity and inclusivity that enables every person at Mace to be their true selves and fulfil their potential.

Natural capital
We know the importance of the natural resources and ecosystems on which society depends. That's why we're focused on sustainable practices in all of our projects, programmes and workplaces – helping our clients to achieve their own sustainability goals as we meet ours.

Financial capital
We manage our finances responsibly, generating profits consistently and investing to create long-term value for all our stakeholders. Our meticulous management of project and programme budgets ensures we deliver value for money to our clients and partners.

Intellectual capital
No matter the scale or complexity of a project, we have a world-class track record thanks to the intelligence we have accumulated on the built environment. The unique combination of our Consult and Construct Engines, coupled with our global reach, enhances the value we provide for clients and supports us in leading our sector to be more innovative.

Social & Relationship capital
We build long-term and mutually beneficial relationships by being a responsible business, being transparent in how we communicate and collaborating with a diverse group of stakeholders in the communities in which we work.

Delivering through our complementary Engines

CONSULT

From programme delivery consultancy to world-class PMOs, commercial and business advisory, our work encompasses best-in-class delivery-focused consultancy services. We span everything from net zero carbon and industrialised solutions to digital and data-led real-time insights providing the best outcomes for our clients and creating social value for our communities.

CONSTRUCT

We deliver some of the world's most complex construction projects, including some of the most iconic structures ever built. We procure, integrate and deliver while managing risk for our clients; achieving the highest industry standards of safety, quality and reliability.

Enablers of value creation

A safe and responsible business
The health, safety and wellbeing of our people, and the communities in which we operate, is our number one priority. By promoting a culture of safety, wellbeing, inclusion, ethics, and social and environmental responsibility, we continue to foster trust and build our reputation for excellence.

Programme delivery methodology
Leveraging the shared expertise of our Consult and Construct Engines, our robust and agile approach underpins the value we deliver to our clients. It enables us to improve efficiency, control quality, mitigate risk and deliver hugely ambitious projects safely, on time and within budget through proven, agile global standards.

Construction expertise
For more than 30 years we have delivered some of the most complex and challenging construction projects in the world, including some of the most iconic structures ever built. That expertise gives us invaluable insight so we can overcome challenges where others can't, offering solutions that drive sustainability, productivity and assurity.

Digitalisation
The power of digital technology is transforming our business by providing us with exceptional insights. We have embraced innovations such as data analytics, virtual reality and business information modelling to drive greater transparency and accuracy, improve productivity, and optimise performance.

Ensuring better outcomes for our stakeholders

Outcomes

- More valuable, higher-quality, future-proof assets
- Delivered on time
- Delivered safely and cost effectively
- Delivered sensitively, enhancing client reputations through cultural awareness and connectivity
- Delivered and assured consistently through both Engines
- Informed by shared lessons and data

Stakeholders

Clients and partners
Our clients and partners trust us to deliver world-class projects. We work with transparency and integrity. By listening to their specific needs we understand what it takes to exceed their expectations. This builds trust and loyalty, and results in a significant volume of repeat business and referrals.

Our people
We offer our people amazing career opportunities. We invest in their personal development and we foster a culture of diversity and inclusivity that enables every person at Mace to be their true selves and fulfil their potential.

Local communities
Our projects and programmes support local employment and skills development. We invest in community infrastructure and environmental conservation to leave a lasting legacy that enhances the quality of life for everybody.

Supply chain
Our suppliers share our values and commitment to excellence. This helps us mitigate risk, optimise efficiency and deliver high-quality projects that achieve the highest levels of environmental sustainability.

DELIVERING VALUE TO STAKEHOLDERS

Creating value for our stakeholders is one of our biggest drivers as a business.

Achieving this successfully relies on a robust business strategy, a clear purpose and an embedded culture. This touches every facet of our business, from ensuring a safe and responsible environment to leveraging the shared expertise and robust and agile approach of our Consult and Construct Engines, to investing in the latest technical solutions and the skills of our people.

The power of digital technology is increasingly transforming our world and that of our stakeholders. That places our approach to digitalisation at the very core of our strategy and our business model. Significant investment in R&D has reinforced our leadership in the construction industry for many years, allowing us to make the advances we need to make in digital technology, net zero carbon and modern construction methods, in particular our Construction to Production (C2P) methodology.

In 2024, we continued to embrace innovations such as data analytics, virtual reality and business information modelling, while also placing an increased focus on digitalisation as a way to enhance our governance through improvements in transparency, accountability, efficiency and decision-making. Through our new digitalisation strategy, we concentrated on the implementation of well-governed, secure systems, building those critical foundations that will enable us to drive efficient, agile, well-governed, sustainable digital transformation as the business grows globally, while also adding the greatest value for our stakeholders.

Chapter Living

OUR PEOPLE

Our people are the driving force behind our success. Our behaviours, values and skills make us who we are. We are curious and challenge conventional thinking. We are collaborators, operating as one connected, global, inclusive and diverse team. We are contributors, sharing knowledge, insights and experience to make us better together. We are champions, driven by a common purpose, seeking out different perspectives to help us find a better way.

In 2024 we became a team of more than 8,000 colleagues. We aim to create a culture that inspires and empowers every one of them to excel, creating a purposeful and inclusive culture in which everyone can flourish and fulfil their potential. We have established six Employee Resource Groups – Women at Mace, Ethnic Diversity at Mace, Enabled at Mace, Pride at Mace, Parents at Mace, and Military at Mace. They come together as workplace communities based on shared characteristics, backgrounds or life experiences. A third of our Group Board and Group Executive Committee are female, as are almost 32% of our colleagues globally. More than 20% of our team are from minority ethnic groups.

There is, of course, more to do. Every new project and role, every new service and every innovation, creates opportunities for our colleagues to grow professionally and personally. In 2024 we established a career framework, which provides clear guidance to ensure colleagues are equipped with the skills needed to continue to develop their careers at Mace. We improved our approach to reward and recognition, continued to invest in training and development, set new records for employee engagement and refocused our efforts on ensuring that everyone goes home safe and well every day.

Highlights

- Launched a global career framework to provide our people with a clear and transparent pathway to progression and development wherever we are in the world.
- Launched our first sponsorship programme – Talent Pathways – enabling participants to be sponsored by leaders from across the business for 12 months.
- Entered our fourth year partnering with the 10,000 Black Interns scheme.
- Launched our first global Employee Assistance Program making this the first year that every colleague at Mace, no matter where they are based, had access to services that support overall wellbeing.
- Made updates to our Flexible Working and Family Leave policies. Colleagues now have access to benefits from day one of their employment with Mace.

Read more
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Palmerston Court

National Satellite Testing Facility – Harwell Campus

CLIENTS AND PARTNERS

We work with some of the smartest, most committed and forward-thinking clients and partners in the sector. Our clients have vision and need our support to make it a reality.

We care about our clients, suppliers and partners and operate to the high standards of corporate governance they are entitled to expect from us as a large global business.

We want our clients and partners to succeed and for our work together to produce measurable financial benefits for their businesses, projects and programmes. We also seek to ensure that our work with them produces positive social value and environmental impacts.

> "We want our clients and partners to succeed and for our work together to produce measurable financial benefits for their businesses, projects and programmes."

Highlights

— Our UK business achieved certification to the PAS2080:2023 standard for Carbon Management in Buildings and Infrastructure. By adhering to this standard, we can ensure that carbon management is embedded in every stage of our projects, not only reducing carbon emissions but also helping to drive innovation and efficiency across our projects.

— We are transforming construction into a production and assembly process for many of our clients, using digital capabilities and a vast volume of data to deliver more safely, quickly, predictably and sustainably, whilst increasing productivity, reducing waste and providing higher levels of quality assurance.

Read more
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— We completed a purpose-built student accommodation (PBSA) project in Battersea for developer Urbanest. It is one of the largest Passivhaus Standard developments in the UK.

Read more
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SUPPLY CHAIN

Great relationships are at the heart of every successful programme or project. It starts by putting together teams with the right blend of expertise, experience and chemistry, including from our specialist supply chain partners and consultants.

Our supply chain partners bring a broad range of expertise, capabilities and credentials to our work and contribute greatly to the culture on our sites. For example, our Equality, Diversity and Inclusion (EDI) strategy commits us to collaborating with strategic supply chain partners to increase diversity in the sector and to ensuring that our partners have formal EDI strategies of their own.

We want to be respectful collaborators and partners which also means paying our supply chain promptly and fairly. In 2024, 99% of invoices were paid within 60 days (up from 95% in 2023).

Highlights

- Delivering health and safety training to our supply chain through our Business School is an effective way for us to upskill the industry and our people. In 2024, we invested in digital solutions, internal training programmes and a detailed risk review to ensure our continuing compliance with the Building Safety Act. The Building Safety Act continues to steer the industry in the right direction, changing the way we design, construct and commission buildings.
- We work with our supply chain partners to develop innovative solutions that enhance sustainability, such as adopting new materials and processes that reduce environmental impact. This year Mace's low carbon cassette was installed on several projects, including Palmerston Court and Heathrow Airport. This off-site manufacturing technology significantly reduces embodied carbon, the use of structural steel, the number of deliveries to site and the volume of waste that is produced.

Read more
Page 26

- Central to our flexible approach is a digital C2P library for off-site production, which we are continually expanding and refining. C2P enables safe, efficient, agile ways of working. Its delivery through a competitive supply chain gives clients flexible access to the latest innovations and techniques at an attractive price.

Read more
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LOCAL COMMUNITIES

"We pledge to create social value through every project and programme we work on. We generate this value by creating local employment opportunities, supporting local businesses, and by volunteering our time and expertise."

As a substantial and successful business, we have a responsibility to support the communities in which we work. Mace is committed to embracing this responsibility. Our community investment activities and engagement with and support for social enterprises are evidence of this commitment.

In our 2026 Business Strategy, we pledged to create social value through every project and programme we work on, and to generate more than £700m of value to society each year by 2026. We generate this value by creating local employment opportunities, supporting local businesses and by volunteering our time and expertise. We also track the value we add through environmental and green space activities. Our skills training and education programmes with schools and disadvantaged people continue to offer a pathway through which people from any background can join our industry.

Highlights

- In 2024, Mace's charity, the Mace Foundation, supported 125 charities around the world, created £4.3m of social value, helped 2,487 homeless people and supported 5,400 young people through education and employment.

Read more
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- We reported £933m value to society in 2024.

Read more
Page 70

Our Consult Engine performed very well once again in 2024 and achieved remarkable growth. Profits increased by 74% from 2023 to £77.7m. Our revenue increased by 10.8% to nearly £700m. 81% of our work came from repeat business and we employed over 5,000 people across the globe. Our client satisfaction score also improved from 88% in 2023 to 90%.

Consult headcount

5,299

Consult revenue

£686.6m

Consult profit

£77.7m

CONSULT REVIEW

In 2024, the Consult Engine saw significant growth and diversification. There was economic volatility, regulatory change, increased digitalisation and an increasing focus on the shortage of global talent. Our success was grounded in our ability to drive value and solutions for our clients and in our commitment to creating opportunities for our people to grow and excel.

Across four global hubs and six markets, our teams worked to adapt to the evolving trading conditions, leveraging new technologies and introducing delivery-focused strategies and methodologies for the benefit of our clients globally. We are agile partners with a worldwide reach and have an ability to mobilise that is second to none. This has been reflected in appointments to roles such as global independent PMO for a leading international banking and financial services business, for whom we provide integrated portfolio strategy delivery and optimisation, programme oversight (including ESG and health, safety and wellbeing), project controls and digitisation globally across 2,800 real estate assets. It is wonderful to see our teams across our global hubs working together as a collaborative, global team exchanging best practice and driving client outcomes as one team.

These global growth ambitions and successes were reinforced in 2024 by some important leadership changes. Davendra Dabasia stepped up as CEO of Mace Consult, taking the reins from Jason Millett, our new Group Chief Executive. Davendra has worked at Mace for 18 years, serving as Chief Operating Officer for Consult since 2023 – leading some of the Group's largest and most complex programmes and establishing new global business units and teams. This long-planned succession change was built on several years of growth across Consult; and the successful implementation of our strategy to secure global programmes and projects across UK & Europe, Middle East & Africa, the Americas and Asia Pacific. It's a strategy Davendra has been instrumental in bringing to life.

Europe

More than 2,960 Consult colleagues now work across our Europe hub and in 2024 we celebrated our 25th year of operating in Spain.

For our teams in the UK, 2024 was a defining year for public sector frameworks. We retained our position on the latest Southern Construction Framework and secured extensions on frameworks with two major defence departments: Defence Infrastructure Organisation (DIO) and Defence Equipment & Support.

We retained our position on the NHS Building for Wales Framework, were appointed on Hampshire County Council's technical resource framework for highways improvement programmes across the south of England, and were chosen to help DIO futureproof the nation's vast defence estate with sustainable and efficient water systems and services.

Our position on these frameworks is allowing us to transform delivery for our public sector clients. Bringing flexibility, adaptability and resilience; streamlining processes, boosting efficiency and emphasising performance and innovation across the UK.

In 2024 we were also appointed to project manage the delivery of the new Cambridge Children's Hospital and continue to work on diverse residential projects across the UK. These included a four-site, 600-home residential scheme with Manchester City Council (that included a 20% allocation of affordable homes), and a brownfield site that is a key part of Liverpool City Council's housing strategy.

Case study — PROJECT IRELAND 2040

Our team in Ireland is celebrating a year of exciting progress and growth opportunities. We strengthened the existing pipeline of work and expanded into new industries within the country.

As part of Project Ireland 2040, the Government has set out its strategy to invest in large infrastructure schemes to meet the future needs of the nation. Sustainability is the watchword for these projects, with Ireland determined to transition to being a low-carbon and climate-resilient society.

In support of the Government's plans, we've been working on a pipeline of projects across the energy, utilities and property sectors and are working for a range of clients, including EirGrid, Cisco, Irish Water (Uisce Éireann), Regeneron and Aviva Stadium, the Sustainable Energy Authority of Ireland (SEAI), Dublin Airport Authority, the Department for Environment, Climate and Communications (DECC) and Transport Infrastructure Ireland (Metrolink). Consult's reputation as pragmatic delivery consultants is becoming increasingly well-established in the Irish market.


Chulucanas Hospital

Americas

For our Americas team, infrastructure megaprojects dominated growth in 2024, building on our successful record of delivering major programmes around the world. In the mobility sector, we secured and extended appointments that will contribute to our revenue pipeline throughout the next decade, including two of the largest transit programmes in North America—Metrolinx in Toronto, and the Gateway Hudson Tunnel Project in New York.

As delivery partner to Metrolinx at enterprise, programme, and project levels, we are progressing the government's $35 billion investment to transform Metrolinx GO into a high-frequency, electrified rail network, and extend two subway lines. Furthering our partnership, in 2024, Metrolinx selected Mace as its operational excellence provider of record.

The life sciences, manufacturing and technology market has been a key growth driver for our Americas hub. We continued to strengthen our leadership position, supporting the delivery of advanced facilities and asset productivity, including project management and PMO services, cost improvement, controls and sustainable development solutions. Our commercial property business also continued to thrive with a diverse portfolio of blue-chip brands and financial firms. We also strengthened our portfolio with marquee hospitality and entertainment companies, including a global contract with the world's largest producer of live entertainment.

We continued to grow in Latin America in 2024 with the Inter-American Development Bank, the Peruvian Ministry of Economics and Finance, and varied commercial and industrial clients in addition to infrastructure programmes in the region. We expanded our remit with Peru's Bicentennial Schools Programme to deliver 75 new schools serving more than 100,000 children nationwide. We also progressed works with to the Peruvian National Infrastructure Authority for the nation's multiyear reconstruction and resilience programme of 140 projects. Across the region, we celebrated the completion of multiple projects during the year, including the expansion of Markham College in Lima, the new Yungay Hospital, and the massive El León flood defence infrastructure, a first of its kind in Latin America. As leaders lauded works delivered at an accelerated pace while bolstering local supply chain capabilities, that performance paved the way for our expansion in Colombia and Mexico in 2024.

Our growth in the Americas reflects our differentiator as a company focused entirely on delivery. Providing clients with exceptional delivery partnership, consistently exceeding expectations on the most important measures of safety, quality, sustainability, and resilience while also strengthening communities and adding value for future generations.

Middle East and Africa

In 2024 we strengthened our position as the leader in major programme delivery across the Middle East and Africa. With turnover of more than £200m in the Middle East (including North Africa) , the business performed exceptionally well in 2024. We continued to help transform the landscape, creating places for the future through investments in regional infrastructure and iconic buildings.

2024 was a really successful year for our business in Oman and it moves into 2025 with a very strong pipeline. Our rapidly expanding footprint in the Kingdom of Saudi Arabia allowed us to continue to play an important role in some transformational giga-projects and programmes. Our experience on inspiring projects in the region from the Misk City Foundation Centre to the Tadawul stock exchange tower, is allowing us to offer invaluable insight as delivery partners and programme managers on major projects such as Diriyah, and to play our part in helping to realise the ambitious Vision 2030 plans that are transforming the nation into a global business and cultural hub. Our global aviation expertise also helped us secure the appointment as delivery partner to the King Salman International Airport Development Company (KSIADC) to oversee the planning and construction of its airport development programme in Riyadh. Our team will provide a number of services including PMO, commercial and procurement.

In Dubai, we added a record-breaking engineering first to the skyline with the completion of One Za'abeel, the world's longest cantilevered building and one of the most complex engineering projects we've ever delivered. Building on our strong relationships in the region, we were also appointed by Dubai World Trade Centre to deliver Phase 1 of the £2.1bn Dubai Exhibition Centre expansion at Expo City Dubai, following our completion of the original centre as part of the Expo 2020 Dubai project. We were also appointed to project manage the second phase of the flagship Uptown Dubai district.

The Consult team in Kenya completed Skanem, Africa's latest state-of-the-art, sustainable manufacturing and commercial facility in Tilisi, Kiambu County. This was a significant achievement: a model of exceptional project and cost management, that showcased our dedication to delivering innovative and sustainable solutions to Africa's manufacturing sector. In South Africa, the team completed the Africa Data Centres' CPT 1 campus expansion, a landmark project in Africa's digital transformation. And we secured appointments to manage the construction of two exciting luxury mixed-use residential developments, Maritime Place and The Landing in Cape Town.

Case study —

ONE ZA'ABEEL

One Za'abeel is a flagship, mixed-use development by Ithra Dubai. A symbol of ambition, innovation and the pioneering spirit of Dubai, it stands proudly in the Za'abeel district at the heart of the city, strategically positioned between the old and new business districts.

The scale of this complex development is enormous. With two towers that are 304m and 241m tall, the 530,000m² development came with the added complication of straddling a live four-lane carriageway. Above ground the two towers are linked 100m in the air by the 'Link' – a 230m long structure of steel and glass with the world's longest cantilever. The team pushed engineering limits by building the structure on a temporary site-based platform in seven sections that were welded together before being secured to the towers. Sustainability in design and delivery was paramount to our teams, which resulted in the project receiving a LEED Gold certification.

The development has seven basement levels up to 28m below ground. The team used 3D plexis modelling to guide excavations under a live highway, coordinated the meticulous measurement of forces from hundreds of devices across the project and obtained local authority approval for road closures.

Our team aimed to push boundaries with this project. It was exactly the sort of challenge Mace relishes. Upon completion in 2024, One Za'abeel was awarded with a Guinness World Record for the longest cantilever building in the world. The project set a further three World Records as a result of staging the largest projector show ever at its grand opening.


Hong Kong MTR

Asia Pacific

The APAC team's push to become the region's leading programme and project delivery experts gained momentum in 2024. Our appointment as programme management partner with the MTR Corporation for the delivery of its new railway extension projects is Consult's biggest ever win in Asia and creates a highly visible opportunity to bring our global infrastructure delivery expertise to Hong Kong. We also completed the NAB Innovation Centre in Vietnam, a key part of National Australia Bank's plan to expand its technology workforce in the region.

Consult is targeting significant growth in India's enormous construction market. We are delivering 24 large programmes and projects there and, in 2024, were appointed (in joint venture with SYSTRA) by India's Rail Land Development Authority (RLDA) to transform the mega rail station located at the heart of Ahmedabad City. In addition, we secured an integrated partner role for two large healthcare facilities in Mumbai and Ahmedabad.

In the Philippines, we handed over the luxurious Solaire Resort North – the second major project delivered for Sureste Properties – and we progressed work with Hann Casino and Hann Reserve, following an extension with Hann Development projects.

In the technology and manufacturing sectors, we commenced work with the two largest telecommunication providers in the Philippines, having delivered the shell and core for both data centre projects.

And through appointments in infrastructure, including the travel and energy sectors, we expect to propel Mace's growth in the region.

Our experience of delivering major international games venues secured us a sub-consultant appointment to implement a Programme Management Office for the venues and villages programme for the 2032 Brisbane Olympic Games. We are working to assist the Queensland Government in delivering the Olympic and Paralympic venues infrastructure, helping the client to realise their ambitions for the Games.

Consult prospered in 2024 by sharing knowledge across all four hubs, leveraging regional expertise and global best practice to continuously improve our delivery performance. It was a record year that provides a great foundation for the wonderful things we want to achieve in the future.

With record infrastructure spend planned around the world, the US Government spending more and more on technology and manufacturing, and fantastic opportunities in Asia Pacific, our outlook for 2025 is hugely positive financially and in terms of the opportunities we can offer our people. We have created international teams who are experts in their field. These experts are creating places that matter, that function and that inspire others across the globe. We are proud to be driving growth and long-term benefits in developing countries and to be creating broad, lasting social impact.

2024 was a challenging year for the construction industry. Nonetheless, Mace's Construct Engine completed some landmark projects, was profitable and cash-generative, grew revenues, increased its order book, and set itself up to succeed in 2025 and beyond.

CONSTRUCT REVIEW

We achieved positive revenue growth against a backdrop of rising material costs, industry insolvencies and legacy Covid-related issues. However, one project impacted our performance significantly. The project has since been successfully closed out and we have taken lessons from that job on board as we enter 2025.

Construct's operational plans for 2025 include a greater focus on selectivity, predictability and risk management across all project delivery disciplines. This focus underpins Construct's refreshed vision for the future, a future that is brimming with opportunity.

Construct is well-positioned to benefit from the retrofit that is currently driving the London property market and the UK Government's commitment to building millions of homes and investing in 150 infrastructure projects[1].

In 2024, Construct grew its revenues by 21.0% to £2.1bn. Our team grew by 12% and now comprises more than 2,000 colleagues. We completed 27 projects and secured 48 new jobs. At the end of 2024, Construct had secured £2.1bn (or 84%) of its planned 2025 revenue. £3.1bn is secured up to 2027, with £1.9bn in the pipeline.

We met the carbon target we set ourselves, removing 250,000 tonnes of carbon from our clients' schemes. We also published a second report as part of our circularity campaign: Closing the Material Loops. Our safety performance (0.036 Accident Frequency Rate), once again, met our 2026 target (0.04).

In terms of health, safety and wellbeing (HSW), we not only met our targets, but worked hard to reinforce our dedication to the physical and psychological safety of our people, and to foster an inclusive, professional, workplace culture. This culture, built on our shared values and strategic priorities, has made HSW accessible and understood across all our operations. Our site-based Construct teams maintained an effective focus on mental health through the Mates in Mind initiative. 102 colleagues were trained to deliver the 'Start the Conversation' training across all Mace construction projects and more than 1,200 individuals, including supply chain partners and clients, have now received this vital awareness training.

Construct headcount

2,177

Construct revenue

£2.1bn

Construct profit

£15.7m

Transforming construction

In 2024, we continued to transform construction into a production assembly process, using digital capabilities, a fully integrated supply chain and a vast range of data. We aim to deliver more safely, quickly, efficiently, predictably and sustainably, and are adopting a control room mentality on more projects. This requires our teams to embrace centralised data management, real-time monitoring, even more frequent collaboration and evidence-based communication to help increase productivity, reduce waste and assure quality.

As part of our commitment to innovation and continuous improvement, we continue to trial, test and accelerate the adoption of new products, techniques and technologies. This year our Innovation Fund partially funded an initiative on one of our projects to monitor its foundations through the installation of fibre optic cables – a UK first which could make the design of future foundations more efficient, reducing carbon and cost.

We have a clear vision of how new methods and new technologies can improve the performance of our business and our industry. Our digitalisation strategy will help us lead the way by standardising and automating the way we deliver our projects, accelerating generative design solutions and continuing to find smart ways to maximise our use of off-site delivery methods through Construction to Production.

1 https://www.gov.uk/government/news/planning-proposals-get-britain-building-and-turn-the-tide-on-natures-decline

Case study

40 LEADENHALL STREET

Rising from the ashes of the post-Covid commercial office market, 40 Leadenhall Street is an iconic addition to the London skyline. With planning permission submitted in 2013, not only did the project defy the political turmoil of Brexit, it also successfully navigated the Covid-19 pandemic and the inflation that followed Russia's invasion of Ukraine. It provides more than 125,000 square metres of space in the heart of the city.

London's historic centre is a complicated place in which to design, plan and build. The giant structure had to be woven through centuries of development above and below the ground. It has 12 metre-deep basements, a Grade II-listed heritage building that has been integrated into the scheme and was designed to accommodate the protected viewing corridors that determine the shape of all high-rise developments in the city.

The building's complex MEP services integrate market-leading technologies and were installed using the principles of Construction to Production – moving works from the 'construction' environment to a factory 'production' environment. The MEP services were assembled three times, a proactive measure to ensure precision and consistency and to enhance quality. The entire development was first constructed virtually, in a single digital model that was co-created by the whole project team.

Measured by prime cost, more than 80% of the M&E services were completed off-site, reducing waste and carbon, and improving quality assurance, productivity and programme certainty.

Prefabrication of building services had never been adopted at this scale on a commercial office building in the UK. It required the design and construction teams to work more closely together than ever before. Rather than handing their detailed design over to the contractors who would build it, a truly integrated approach was taken, with WSP and Mace MEP developing the technical plans together to resolve any issues in the model, rather than on-site much later in the process.

The building has been designed to be green in use. The final accreditations include BREEAM Outstanding certification, NABERS 5*, SMART, WELL Core Platinum and RESET. This reflects our client's commitment to environmental responsibility and will make the operation of the building easier by providing the landlord with high-quality data for lifecycle management and improving the experience for users of the building.

The project generated more than £178m of net social value during construction. This was created primarily through local procurement, but also through charitable donations, outreach programmes with local schools and employment and vocational development opportunities for local people.

Private sector

The private sector business unit completed some of the most prestigious projects in London including Paddington Square and Palmerston Court, which is one of the largest Passivhaus Standard developments in the UK. We also handed over one of the City of London's largest buildings at 40 Leadenhall thanks to the effective collaboration between our private sector and Specialist Services teams and our best-in-class supply chain.

Work started on what is intended to be London's most sustainable office tower, EDGE London Bridge. We also celebrated the topping out of the pioneering Edencia development, which is the first in London to use a materials passport as part of a unique approach to cutting whole-life carbon and creating a platform for future reuse.

Paddington Square

Fitout and retrofit

In 2024, our fitout and retrofit business unit expanded beyond the traditional fitout market and is moving further into the growing markets of retrofit and life sciences fitouts. The business has 25 live projects and is delivering the full range of shell and core, Cat A and B fitouts, and complex retrofits across various sectors, and throughout seven regional hubs from Norfolk to Bristol. It is perfectly placed to take advantage of the growing need for the retrofit skills needed to improve the performance, sustainability and longevity of existing buildings.

During 2024, the business took on five former ISG projects with a combined value of over £200m and welcomed more than 120 new colleagues, including apprentices, project teams and support staff.

We completed the Synovis Blackfriars hub – 89 laboratories consolidated into one 14,540 square foot high-performing research and collaboration centre spanning 10 floors. 96% of the waste produced during the refurbishment was recycled or reused.

The team secured some exciting new projects in 2024. These included the fitout of X's (formerly Twitter) old headquarters for client, Paul Weiss, and the Grade II listed Lasdun Wall for East Anglia University. Norfolk County Council (NCC) has appointed the team to improve more than 100 properties across the county as part of the Future Ready Property Enhancement Initiative. Our appointment on a project on Queen Victoria Street is the third collaboration between Mace and Fidelity in the last five years. This successful partnership is the result of shared values and a shared commitment to modern, efficient and sustainable project delivery. The fitout is the first to benefit from the Fidelity European Real Estate Climate Impact Fund, launched to transform Western European commercial properties into sustainable workplaces. Investment from the fund will help deliver the highest sustainability credentials including BREEAM Outstanding, EPC A and NABERS five-star ratings.

Data centre

Technology and manufacturing

With the rapid growth of AI, demand for data centre capacity continued to rise in 2024. Our technology and manufacturing business generated revenues of £472.9m (2023: £390.3m), progressed two major hyperscale data centres and started on site on two new colocation data centres. These new projects in London and Dublin are for new client, Pure Data Centres.

Public sector and life sciences

The public sector and life sciences team's Marshgate building was Building Magazine's Project of the Year in 2024. Marshgate is part of the first phase of the new UCL East campus and is UCL's largest building. It provides more than 35,000 square metres of transdisciplinary research, innovation, education and public engagement space. As a result of this success, the team has been appointed to deliver UCL's prestigious Institute of Neurology.

2024 saw a host of completions for prestigious public sector and life sciences clients. First, AstraZeneca's world-famous Cambridge Biomedical Campus, followed by the practical completion of two new research and innovation buildings for Begbroke Science Park, Oxford University's home of innovation. The two lab-enabled buildings were designed and built to a high specification using Passivhaus principles to maximise carbon reduction and energy efficiency.

The team was also awarded a large contract to deliver the next phase of The Oxford Science Park. The Daubeny Project will see the construction of three new laboratory and office buildings. In collaboration with the client and design team, we have been working to ensure that the construction process is sustainable, using innovative ground engineering solutions that will save around 3,000 tonnes embodied carbon. The façades will be the UK's largest use of recycled aluminium for a stick curtain wall.

Begbroke Science Park

Infrastructure

Heathrow Cargo Tunnel

Our infrastructure business unit now employs more than 500 colleagues and generated revenues of £314.4m in 2024 (2023: £246.4m). Piling started at HS2 Curzon Street in Birmingham and enabling works progressed at Euston, meaning that the team is currently working on some of the largest and most high-profile infrastructure projects in the company's history.

At Heathrow, the team has been delivering major projects and challenging infrastructure upgrades for one of our most valued and long-standing clients. This included tunnel, security and baggage upgrades and replacing smoke detectors. The team collaborated closely with Mace Construct's Specialist Services team.

Over the past 12 months the last of 730 modules has been installed at the Heathrow Cargo Tunnel – an 870m tunnel that runs directly beneath the main runway. The vertically integrated Mace team has adopted an engineered C2P solution on a challenging live site, working reduced hours at night to minimise disruption. Modules are fabricated off site, accelerating onsite productivity, as well as reducing waste and carbon. Air, ventilation, water and electricity all need to be migrated onto new systems overnight so that the tunnel can reopen every morning. This approach has radically reduced programme durations and achieved a 22% reduction in carbon. There was not a single day of interruption to the operation of the airport. The Heathrow Virtual Contingency Facility was also completed using Mace's innovative LCC.

The business is translating the lessons learned at Heathrow onto other large and challenging aviation projects. The team has recently been appointed to the Gatwick Pier 6 extension and T4 Baggage projects and is also working at Manchester Airport where the introduction of a kit-of-parts approach, and the rationalising of the design into fewer, much larger assemblies, has helped to reduce onsite construction time dramatically, mitigating some of the risks of working in a live airport environment.

Mace was named Contractor of the Year at the Construction News Awards for the fifth year in a row and was also Contractor of the Year at the Building Awards. We are proud of this industry recognition but are acutely aware that a small number of our projects experienced significant challenges in 2024. We learnt a lot as we responded to these challenges and, in 2025, have a renewed focus on managing risk and on the operational and financial resilience of our business.

We remain one of the largest contractors in London and the southeast and have been recognised consistently as the best in the industry. By adapting to a changing market, by continuing to innovate and by maintaining our commitment to minimising the environmental impact of what we do, we plan to stay that way.

ENGAGING WITH OUR STAKEHOLDERS

Mace continues to operate a governance framework that enables organisational effectiveness and high-quality decision-making that considers the interests of stakeholders appropriately.

"The strategy outlines our drive to be a purpose-led business and sets out key priorities and exactly how Mace will become an even bolder, stronger and more resilient Group."

Stakeholder interests and key Board decisions

Mace continues to operate a governance framework that enables organisational effectiveness and high-quality decision-making that considers the interests of stakeholders appropriately.

Our process for making decisions demonstrates that we have applied Section 172 successfully.

Section 172 Companies Act 2006

This section of the Strategic Report forms our Section 172 statement and addresses the requirements of the Companies (Miscellaneous Reporting) Regulations 2018.

The Board must act in accordance with the duties set out in the Companies Act 2006 (the 'Act'). When making decisions, the Board ensures that it complies with Section 172 of the Act by acting in a way it considers, in good faith, would most likely promote our success for the benefit of our members as a whole, and in doing so has regard to matters set out in Section 172 (1) (a) to (f) of the Act when performing their duties.

During 2024, and prior to the adoption of revised governance arrangements from 1 January 2025, the Board delegated a number of management responsibilities to the Mace Executive Board (MEB), which was made up of executive directors and senior executives, and which was accountable to the Board for its performance and oversight of the business.

The members of the executive board met formally on a quarterly basis and met weekly to discuss day-to-day management issues. The MEB was careful to ensure that in its decision-making process it managed both the expectations of the shareholders (some directors are also shareholders) and the consequences and implications of decisions for other key stakeholder groups.

Up until the end of 2024, decision-making processes were guided by the governance framework that was introduced into the business in January 2022 to support the 2026 Business Strategy. From 1 January 2025, the newly formed Board (made up of directors and non-executive directors) adopted the UK Corporate Governance Code to strengthen our governance and oversight arrangements. The role of the Board and matters reserved to it were codified in revised Terms of Reference. The Board also established a number of key committees with formally adopted Terms of Reference to help it in its oversight of the business and decision-making. The Chief Executive is delegated authority from the Board for the day-to-day running of the business within defined parameters. From 1 January 2025, the Chief Executive has established a Group Executive Committee (GEC) to aid him in discharging his duties and with management decision-making. The membership of the Board and the GEC is set out on pages 100 and 103. Details of these revised governance arrangements are included in the Corporate Governance report on page 90.

The Mace Group launched its 2026 Business Strategy in early 2021. The strategy outlines our drive to be a purpose-led business and sets out key priorities and exactly how Mace will become an even bolder, stronger and more resilient Group. It reflects the Group's purpose 'to redefine the boundaries of ambition'. Each priority and its associated targets have been established to ensure that Mace meets the needs of all its stakeholders, taking into account how our activities impact them. This is reflected in our focus on being a responsible business, in connection with which we measure our performance based on the wellbeing of our people, our impact on the environment and how effectively we generate social value for the communities in which we work.

Our purpose and priorities were developed in partnership with Mace colleagues through direct engagement. They provide a clear framework through which we engage with all of Mace's stakeholders – from our people to our supply chain, clients and beyond.

In discharging its Section 172 duties, the Board has adopted a strategic approach to stakeholder engagement. While the Board has overall responsibility for managing relationships with all our stakeholders, it delegates some of the practical responsibilities for engaging with stakeholders to the Chief Executive.

The Board continues to operate under a governance framework that protects and enables organisational effectiveness and high-quality decision-making. It helps avoid duplication of work, reduce cost and empowers colleagues to become an unstoppable force for good. The Board has considered the impact of decision-making on key stakeholder groups in the daily management of the business and in the setting of the Group's long-term strategic vision.

The following table provides examples of stakeholder engagement undertaken by the Mace Group.

Stakeholder group	Engagement with our colleagues	The results were
Colleagues	Our ambition is to ensure that we are always in close dialogue with our colleagues, and that their perspectives and needs are accounted for in the Board's decision-making. Mace is committed to growing together with our people, and our ambition is to be the most diverse and inclusive employer in our industry. Mace takes a strategic approach to colleague engagement, using multiple channels to ensure people are informed about major changes within the business, how we operate and our performance. In 2024, this included: — Integrated use of digital engagement channels, including a global digital news site; — Regular news content from across the Group, including major programme appointments and milestones; — The active management of digital community spaces for colleagues through Microsoft's Viva Engage and Teams platforms; — Two annual Group-wide virtual communication sessions, Mid-Year Comms and End of Year Comms, broadcast live to thousands of colleagues around the Group; including region specific sessions hosted by the relevant leaders; — Regular engagement through leadership cascades around mental health and wellbeing; — Monthly email updates from Mace's then Chair and Chief Executive to all colleagues; — Supporting the activity of Mace's six Employee Resource Groups: Pride at Mace, Ethnic Diversity at Mace, Women at Mace, Enabled at Mace, Parents at Mace and the Mace Military Network; and — Gathering feedback from our teams about their engagement with Mace through an employee survey. There were also a number of forums where colleagues were invited to join senior members of the Mace leadership team to discuss issues and concerns directly. These include monthly 'Breakfast with the Board' sessions, which are open to all employees, and the Consult Engine's 'Employee Council'.	The MEB made a number of decisions in 2024 that had a direct impact on colleagues across the business. These included the implementation of Mace's Career Framework, which launched on 1 January 2024. This was a direct response to colleagues' requests for more transparency around career progression and development within the organisation. In 2024, 75% of our people participated in our employee survey with 74% saying they were either 'very satisfied' or 'somewhat satisfied' with our current Employee Value Proposition. 83% of respondents felt able to be themselves at work and 89% felt respected and valued by line managers. 89% felt that they make a valuable contribution. 69% of people experienced positive emotions and a sense of purpose. The business launched its first global EAP, and its first sponsorship programme – Talent Pathways – enabling participants to be sponsored by leaders from across the business for 12 months.

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Stakeholder group	Engagement with our clients	The results were
Clients	Mace works hard to ensure that we are consistently engaging with all our clients, on an operational and corporate level; sharing best practice and knowledge and always working to ensure that our relationships are open and collaborative. In 2024, this included: — Embedding a 'collaboration first' approach to managing the risks and impacts associated with difficulties in the trading environment. We aim to minimise contractual or legal challenges; — Undertaking regular client surveys to ensure that our service delivery was consistently excellent; — Measuring how our clients and others are accessing Mace resources through our website; and — Promoting effective customer relationship management (CRM) across the organisation, using digital tools and careful planning to ensure clients' needs are met consistently.	Our client satisfaction score for 2024 was 89%. The Board makes every effort to ensure that the needs of our clients are considered when making decisions, prioritising the delivery of a high-quality, safe, valuable and responsible service. In order to ensure that we understand our clients as effectively as possible, each client survey that is carried out is reviewed by the Board; encouraging the sharing of best practice and the prompt fixing of issues or concerns. Our client base remained consistently engaged and informed throughout 2024, as evidenced by the Group securing significant repeat business orders as well as a number of major new strategic appointments.

Stakeholder group	Engagement with our supply chain	The results were
Supply chain	Mace works hard to ensure that we engage with all our clients consistently and effectively, on an operational and corporate level; sharing best practice and knowledge and always working to ensure that our relationships are open and collaborative. In 2024, this included: — Briefing our UK construction strategic supply chain to engage them in our response to market challenges and give them the opportunity to provide feedback to Mace; — Sharing information received from Build UK and the Department of Business and Trade with our supply chain; — Assisting the supply chain in addressing material availability with regular input from the Group Procurement Director; — Adopting a 'collaboration first' approach to managing the risks and impacts associated with the difficult trading environment, minimising contractual or legal challenges; — Communicating with the whole supply chain via email on a wide range of issues, both to our UK strategic supply chain and cascaded through our consultancy teams to project teams around the world; — Supporting our project teams to help them develop a comprehensive and detailed understanding of how our supply chain was operating, including labour levels, materials and product availability, and productivity; and — Paying suppliers promptly (while also seeking to be paid promptly by Mace's clients).	The Board ensures that the needs of our supply chain around the world are accounted for in our decision-making. Of particular note is our continued prioritisation of prompt payment, ensuring that our supply chain is compensated quickly for the work they do on behalf of Mace; providing support and stability to the companies that work for us and the people they employ. The impact of our approach to supply chain engagement is evident in the exceptionally high standard of delivery we achieve for our clients. In 2024, 99% of invoices were paid within 60 days, increasing from 95% in 2023. We delivered health and safety training to our supply chain through our Business School and invested in digital solutions, internal training programmes and a detailed risk review to ensure our continuing compliance with the Building Safety Act.

Stakeholder group	Engagement with financial institutions	The results were
Financial institutions	As a large private business operating across the globe, Mace is keenly aware of its responsibilities to the financial institutions we work with. This includes the institutions that insure us, hold our debt, provide our banking facilities or are engaged with us through our project work. To ensure that financial institutions are kept closely engaged, we regularly share the Group's operational and financial performance, its prospects and plans and its key risks and opportunities with stakeholders. In general, this is through meetings that the CFO and their team hold with banks, HM Treasury, insurers, sureties, credit insurers, auditors, clients, HM Revenue & Customs and tax authorities around the world.	Ensuring that the Board's decision-making is in line with the needs and expectations of our financial stakeholders was a priority for the Board in 2024. The beneficial impact of our close, effective engagement with financial stakeholders was evidenced by the establishment in July 2024 of a substantial new, £90m four-year, amortising Export Development Guarantee loan that is provided by J.P.Morgan and which benefits from a UK Export Finance guarantee. The Group has also extended a £10m revolving credit facility provided by BBVA. Mace complied with all its financial covenants in 2024.

Stakeholder group	Engagement with our local communities	The results were
Local communities	As contractors and consultants, the work we do has a direct impact on hundreds of thousands of people across the globe each year, and we are committed to ensuring that we engage with those communities positively. We take our commitment to social value seriously. Each year, we commission an independent measurement of our social value performance through our value to society KPI, which in 2024 tracked more than £933m of social value delivered by Mace. At the same time, we encourage all of our colleagues to ensure that we are engaging responsibly with the communities we work within. This includes efforts to: — Operate an established team of community engagement managers, each of whom takes responsibility for different Mace projects; — Engage and communicate with residents about disruption that might be caused by our activities; — Work closely with local community organisations and our clients to use local labour on our projects; — Build a pipeline of young apprentices and graduates across our business that are drawn from a diverse range of communities; — Provide each Mace team member with a volunteering day each year, and proactively identify opportunities for them to support local causes; and — Provide ad-hoc support to, and engagement with, local communities around our projects, including school visits.	Mace's recognition of the impact of our work on communities around the world is demonstrated through the Board's clear commitment to being a responsible business and pursuing a sustainable world. As detailed in the TCFD section of this report we are working proactively to ensure that the construction projects and programmes we deliver on behalf of our clients have a positive impact on the climate and on communities around the world. The Board's decisions are informed by a data-led understanding of the impact of our work on the climate and biodiversity; and our annual contribution of social value through the Value2Society measurement is summarised on page 70. At a more local level, the successful maintenance of good relationships with the communities around our major projects demonstrates that we are working effectively with them to minimise disruption.

Stakeholder group	Engagement with government and industry stakeholders	The results were
Government and industry stakeholders	As a responsible business and a leading private UK company, Mace is committed to working with our peers and government stakeholders to improve our entire industry; in the UK and around the world. We believe that it is vital for us to engage actively and regularly outside our organisation, listening, learning, sharing insight and arguing for change that will improve how our industry operates. To communicate and engage with our peers and government, we: — Take an active role in trade associations and senior industry leadership bodies such as the Construction Leadership Council and Build UK; — Take an active role in engaging with local, regional and national governments, including working directly on behalf of central government departments and local authorities in the UK and beyond; — Support and help lead non-governmental regional business groups, such as the Northern Powerhouse Partnership, BusinessLDN and others; and — Take part in cross-sector working groups and activities.	The impact of our engagement can be seen through a number of high-profile appointments to cross-industry bodies. In 2024, Mark Reynolds, as Chair and Chief Executive, continued his role as Co-Chair of the UK Construction Leadership Council, one of the most prominent cross-industry leadership roles. As a result of wider engagement with government and sector bodies the Board was able to maintain a detailed understanding of the issues and threats facing our sector, peers, clients and suppliers. The maintenance of effective relationships with government, regulatory bodies and other key organisations enabled us to share knowledge and improve best practice across our industry. In 2024, this was particularly important because of the implementation of the UK's Building Safety Act, the most significant change in regulation impacting our industry in decades. Due to proactive engagement from Mace's leadership team, the business was able to communicate effectively and quickly the changes for our clients, colleagues and supply chain; and in turn this has enabled us to move forward with minimum disruption.

Signed on behalf of the Board of Directors

Mark Reynolds
Group Executive Chairman
23 May 2025

RISK MANAGEMENT

Mace has an established integrated control framework that applies four primary controls to each legal, regulatory or other requirement relevant to Mace's business activities.

The integrated control framework has four elements and is summarised in the diagram below.

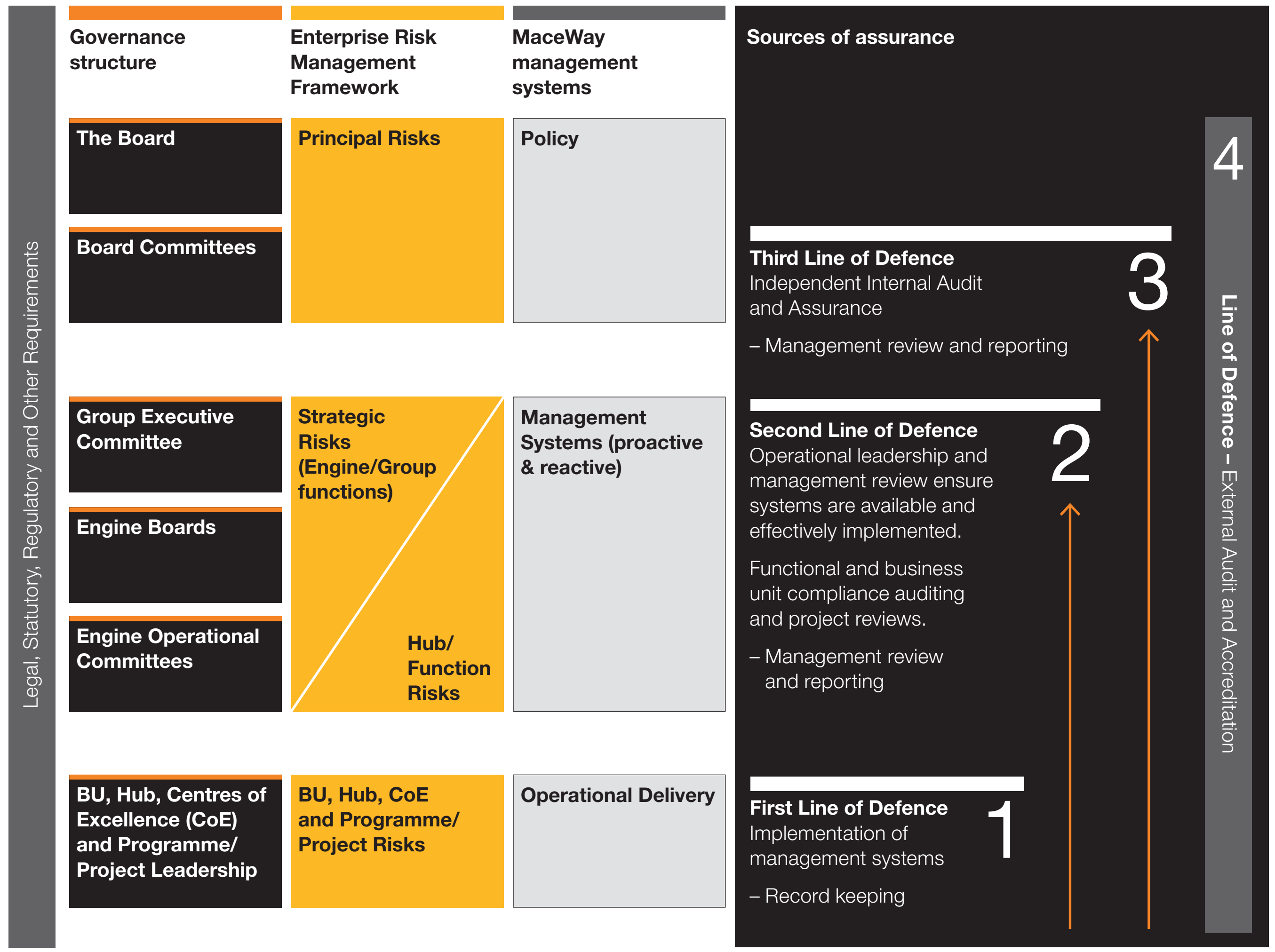
1. Governance structure
Mace's governance structure establishes the responsibilities and authorities associated with identifying and meeting the legal, regulatory and other requirements that apply to Mace's business activities.

2. Enterprise Risk Management Framework (ERMF)
Mace's ERMF documents and evaluates the likelihood and potential impact of the risks to which Mace is exposed and clarifies who is accountable for managing and responding to each risk.

3. MaceWay management system
MaceWay contains all of the policies, procedures, standards, guidance and the associated arrangements such as training, management and reporting, that enable Mace to operate safely and consistently, and to deliver services of a high standard.

4. Sources of assurance
To provide assurance that the business is operating in an ethical, compliant and effective manner, Mace has adopted a four lines of defence model. The four lines of defence are: operational delivery, management review and reporting, independent internal audit, and external audit and accreditation.

2025 INTEGRATED CONTROL FRAMEWORK



The Board's approach to Enterprise Risk Management

The Board holds overall responsibility for the Group's ERMF, and the mechanisms through which risks are identified and managed. The ERMF provides a structure for maintaining and coordinating the internal controls (MaceWay) through which Mace manages risk.

The Board delegates authority to the Audit and Risk Committee on the following matters relating to risk management and internal control:

— Review and monitor the Company's risk management framework and processes;
— Consider and make recommendations to the Board regarding the appropriate risk appetite for the Company, taking into account the overall strategy of the Company, its future plans and other internal information, as well as information about the external environment, including economic, political and industry data;
— Ensure that a robust assessment of the risks facing the Company has been undertaken and that procedures are in place to manage and mitigate those risks; and
— Review the appropriateness and effectiveness of the Group's internal controls and operational resilience arrangements.

As part of determining the overall risk appetite of the Group, the Board receives reports from the Audit and Risk Committee on the Group's principal risks and the associated actions and controls. A member of the Group Executive Committee (GEC) is accountable for the management of each of the principal risks.

Operational risk management

Risk is assessed at project, business unit, hub, centre of excellence, function, Engine and Group level. Engine and functional leadership teams ensure the ERMF is implemented consistently.

Mace's ERMF provides visibility of the diverse risks associated with the Group's global operations and allows a consolidated view of the risks to which Mace is exposed to be established, understood and responded to.

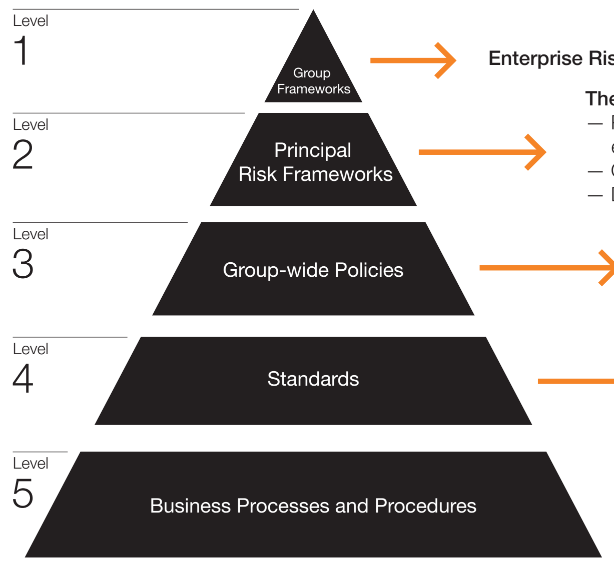
The Construct and Consult Engines have their own Boards, which review the Engine-specific and Group-wide risks to which they are exposed. Each Engine has a defined risk management process, which forms an integral part of the Group ERMF. The work to understand each Engine's risk exposure starts with the programmes and projects, which conduct their own risk reviews and report these through the Enterprise Risk Management system riskHive.

"The work to understand each Engine's risk exposure starts with the programmes and projects, which conduct their own risk reviews and report these through the Enterprise Risk Management riskHive."

Risk appetite

The risks that the Group is exposed to through the pursuit of its 2026 Business Strategy, including the delivery of client programmes and projects are monitored to ensure that the decisions management takes align with the Group's risk appetite.

RISK MANAGEMENT FRAMEWORK



Enterprise Risk Management Framework

The principal risks
— Principal risks are foreseeable, continuous and material enough to merit establishing specific control frameworks.
— Control Frameworks include preventative, detective and reactive controls.
— Determines Mace's risk appetite.

The policies that control Mace's response to the principal risks
— Formalises Mace's approach to risk management, including governance and segregation of duties and responsibilities, e.g. Health and Safety policy and 'Legal Golden Rules' policy.

The frameworks, policies and standards that control risk
— e.g., Group Health and Safety Standard; Group Property Standard.

PRINCIPAL RISKS

Principal risks are the risks which could have the most significant impact on the business and its reputation.

Mace groups its principal risks into five themes:

1. Climate
The risk of suffering loss or damage due to climate change, either impacting Mace directly or by affecting its clients, employees or other stakeholders.

2. Conduct
The risk of detriment to clients, partners, employees or other stakeholders, from the inappropriate supply of services, including instances of wilful or negligent misconduct.

3. Legal
The risk of loss or the imposition of penalties, damages or fines because of Mace's failure to meet its legal obligations, including relevant regulatory or contractual requirements.

4. Operational
The risk of loss because of inadequate or failed processes, human factors or external events.

5. Treasury/liquidity
The risk that Mace is unable to meet its contractual or contingent obligations or does not have the appropriate amount or mix of funding and liquidity to support business activities.

The following table summarises the current assessment of these principal risks.

PRINCIPAL RISK ASSESSMENT

				Risk exposure		Strategic priority				
Category	Risk Summary	Current Risk Trend (Based on Current Risk Score)	Internal or External Risk	Current	Target	Pursue a Sustainable World	Grow Together	Deliver Distinctive Value	Risk Owner	Committee Oversight
Operational	Health & safety	⊖	Internal	◔	○	●	●	●	Group Chief Technical Officer	Safety & Responsible Business
Operational	People & talent	⊖	Internal	◑	◔	○	●	●	Chief People Officer	People
Climate	Sustainability & climate change	⊖	Internal & External	◕	◑	●	○	●	Group Chief Executive	Safety & Responsible Business
Operational	Political & macroeconomic change	⊖	External	◑	◑	○	○	●	Group Chief Executive	Investment & General Purpose
Legal	Legal, regulatory & compliance	⊖	Internal & External	◑	◔	●	●	●	Group Director for Corporate Strategy	Audit & Risk
Operational	IT security, resilience, cyber & data protection	⊖	Internal & External	◑	◔	○	●	●	Chief Information Officer	Audit & Risk
Conduct	Fraud	⊖	Internal & External	◕	◔	○	○	●	Group Chief Financial Officer	Audit & Risk
Operational	Project & programme delivery	⊖	Internal	◑	◔	●	●	●	Group Chief Executive	Audit & Risk
Legal	Contract management	↑	Internal & External	◑	◔	○	●	●	Group Commercial Director	Audit & Risk
Operational	Third-party management	↑	Internal & External	◕	◑	○	●	●	Group Commercial Director	Audit & Risk
Operational	Innovation	⊖	Internal	◑	◔	●	●	●	Group Chief Technical Officer	Investment & General Purpose
Treasury/ liquidity	Funding & liquidity	⊖	Internal	◑	◔	○	○	●	Group Chief Financial Officer	Audit & Risk
Operational	Financial reporting	⊖	Internal	◑	○	○	○	●	Group Chief Financial Officer	Audit & Risk

PRINCIPAL RISK SUMMARIES

Operational
1. Health & safety

Risk trend	—
Risk owner	Group Chief Technical Director
Alignment to priorities	— Pursue a Sustainable World — Grow Together — Deliver Distinctive Value

Definition
A major health and safety incident, potentially involving fatalities could occur on a Mace programme, project or workplace because of a failure to follow established safe working practices.

Impact
Programme, project or workplace disruption. Significant fines and reputational damage. Potential custodial sentences for senior employees. Negative impacts on the mental health of employees who witness or are involved in the recovery from incidents.

Mitigation
High standards of health, safety and wellbeing are embedded in everything Mace does. It is a central part of the Mace culture. The Group's 'Safety first – Going home safe and well' behavioural safety campaign was refreshed during 2024 through the creation and sharing of new 'Four steps to going home safe and well' materials. Mace aims to foster a culture in which health and safety remains a priority and actions to improve health and safety are celebrated. There is a significant focus on health and safety training, the role of supervisors, compliance with MaceWay standards and best practice, knowledge sharing and working with suppliers to embed Mace's standards across the supply chain. The Group also provides mental health training and support for colleagues.

Operational
2. People and talent

Risk trend	—
Risk owner	Chief People Officer
Alignment to priorities	— Grow Together — Deliver Distinctive Value

Definition
Challenges in attracting, recruiting, developing, and retaining enough talented, skilled, experienced, and qualified people to deliver projects for clients or support corporate activity. These difficulties can stem from market conditions or a failure to establish a recruitment pipeline of suitable candidates to meet the Group's future requirements.

Impact
A reduced ability to deliver for clients. Loss of skills, expertise, or corporate knowledge when employees leave.

Mitigation
A clear employee value proposition including: competitive salaries and attractive incentivisation arrangements; clear, consistent grading structures and fair access to promotion opportunities; high-quality staff development and learning programmes; and a culture and working arrangements that foster inclusion and support the effort to increase the diversity of our team.

Climate
3. Sustainability and climate change

Risk trend	—
Risk owner	Group Chief Executive
Alignment to priorities	— Pursue a Sustainable World — Deliver Distinctive Value

Definition
Mace may face physical and transitional challenges as a result of climate change if it is unable to adapt its operations adequately to more volatile and extreme climate scenarios. The Group is responding to increasingly onerous legislative frameworks and market changes as a result of climate change. There are increasing levels of complexity as a result of shifting political and social priorities.

Impact
Loss of revenue due to delays on projects from severe weather events and acute climate change scenarios. Disruption to utilities and Mace infrastructure as a result of climate change. Reduced ability to retain skilled staff and diminished reputation due to an actual or perceived failure to adapt to and to help mitigate climate change. Material and product availability and cost increases as a result of climate change and growing demand for low-carbon products could result in lower profits. There could be financial penalties for not meeting legislative requirements across the world.

Mitigation
Having established its priority to pursue a sustainable world, Mace has implemented substantial changes to help the business and its clients reduce long-term climate impacts and minimise disruption. In developing and maintaining its climate strategy, the Group has undertaken regular horizon scanning exercises to stay ahead of policy changes and ensure our contracts and insurance policies reduce our exposure to climate change risk effectively. Mace aspires to continue to lead improvement in the sustainability of the built environment through, for example, the implementation of new construction installation methodologies and technologies. The assessment of climate risk is embedded in the Group's operational resilience framework, business continuity plans and design and procurement processes.

Operational
4. Political and macroeconomic change

Risk trend	—
Risk owner	Group Chief Executive
Alignment to priorities	— Deliver Distinctive Value

Definition
Social, political macroeconomic and industry changes negatively affect confidence and slow or reduce investment by clients. Causes may include the impacts of the war in Ukraine, instability in the Middle East and changes in international trade policy.

Impact
A reduction in the pipeline of available work, the pausing or cancellation of new or current programmes or projects, cost inflation driven by shortages in the supply of skilled labour, materials and products, and foreign exchange fluctuations.

Mitigation
Diversification into new sectors, markets and geographies.

Intensified focus on the major programmes that are most likely to proceed.

Ensuring that Mace's performance supports our effort to increase market share by becoming contractor of choice as a result of our proven expertise, effective client relationship management, established supply chain and commitment to innovation.

Ensuring that client and supply chain contracts include clauses protecting Mace from inflation.

Actively managing material and product logistics, foreign exchange fluctuations and supply chain performance.

Legal

5. Legal, regulatory and compliance

Risk trend	—
Risk owner	Group Director for Corporate Strategy
Alignment to priorities	— Pursue a Sustainable World — Grow Together — Deliver Distinctive Value

Definition
Action taken against the business or its directors because of a failure to put in place effective arrangements to mitigate the risk of breaches of relevant legislation, regulations, covenants or contract conditions.

Impact
Potential fines or custodial sentences for senior employees, reputational damage, prohibition from bidding for new work and potentially significant financial penalties for the Group.

Mitigation
Mandatory compliance training for all employees. Comprehensive policies and clear consequences for failures to comply.

Horizon scanning exercises to ensure the Group is prepared for upcoming legislative and regulatory change. As a priority we will be focusing on completing our fraud risk assessment in 2025 and alongside this reviewing our ethics and compliance programme. Mace's top-down commitment to a culture of ethical behaviour is demonstrated through the promotion of, and compliance with, a comprehensive suite of corporate policies and formal delegations to committees and individuals. This includes the governance arrangements that have been put in place from 1 January 2025.

Operational

6. IT security, resilience, cyber and data protection

Risk trend	—
Risk owner	Chief Information Officer
Alignment to priorities	— Deliver Distinctive Value — Grow Together

Definition
A major business disruption to IT services because of a cyber security incident, IT failure or breach of data protection legislation, such as the UK's General Data Protection Regulation.

Impact
Major impact on the business' ability to work effectively for days or even weeks and on its reputation for competence. Disruption to projects or clients. Potentially significant fines because of a failure to comply with relevant legislation.

Mitigation
Transition from legacy systems to cloud-based technologies to help ensure that all appropriate patches and system updates are in place at all times. Maintain an effective cyber security and data protection regime.

Security screen all employees and implement enhanced checks for those operating in secure client environments. Maintain ISO27001 Information Management accreditation.

Conduct

7. Fraud

Risk trend	—
Risk owner	Group Chief Financial Officer
Alignment to priorities	— Deliver Distinctive Value

Definition
There is fraud by an employee, joint venture partner, supplier or client because of individuals' behaviour, organisational culture, or a failure to put in place or operate effective controls, systems or processes.

Impact
Potential financial loss, reputational harm or breaches of obligations to a range of stakeholders including clients, shareholders, banks, insurers, sureties and auditors and from September 2025 the risk of criminal liability

Mitigation
Mace aims to prevent all types of fraudulent behaviours and maintains an effective financial control environment. There is segregation of duties. Reconciliation and analysis work is performed regularly to identify potential issues. Mace operates an independent employee whistleblowing line through which malpractice can be identified anonymously. There is a dedicated Compliance function and an internal audit and assurance function that, together, can identify and investigate areas of potential fraud risk. All credible observations are investigated fully. Colleagues across the Group are required to comply with our policies, undertake anti-bribery and corruption training and are required formally to confirm their compliance with our Code of Ethics on an annual basis.

Operational

8. Project and programme delivery

Risk trend	—
Risk owner	Group Chief Executive
Alignment to priorities	— Pursue a Sustainable World — Grow Together — Deliver Distinctive Value

Definition
There is a threat that we do not meet contractual, legal or client expectations about the timing, cost, quality or safety requirements of a project or programme because of poor contract selection; adverse bidding, contractual and commercial arrangements; not controlling the project, programme or development effectively including the management of Mace's supply chain. These causes may be exacerbated by political and macroeconomic risks.

Impact
Significant financial losses, including breach of contract claims and liquidated damages from clients, and legal claims from the supply chain partners. Loss of reputation, making it harder to secure future work from new and existing clients. Costly and risky diversion of colleagues' time and the business' cash to deal with problems, including legal proceedings and liaison with insurers.

Mitigation
Early identification of issues and proactive management to resolve them.

Adherence to the playbooks for Consult and Construct that seek to focus the business on selective bidding, committing to realistic programmes and margins, and adhering to Mace's golden rules that establish minimum acceptable commercial terms.

Effective control of mobilisation, design development, contract management, supply chain and quality management, and service excellence activities.

Since 2020, a Service Excellence and Quality process has been embedded on all projects. Gateway reviews identify issues for resolution at the earliest possible juncture. Effective engagement with clients has ensured that the business continues to mitigate the impact of delays and cost overruns.

Active sharing of best practice and lessons learned.

Managing risks to the Group's operations including minimising the potential effects of:
- Shortages of skilled labour through supply chain partners;
- Material or product shortages and interruptions to global supply chains; and
- Higher inflation and increases in staff and supply chain costs where raw material, product and energy prices have increased.

Legal

9. Contract management

Risk trend	↑
Risk owner	Group Commercial Director
Alignment to priorities	— Deliver Distinctive Value — Grow Together

Definition
An inability to win work either by negotiation or by competitive tender because of Mace's approach to contractual conditions relative to the prevailing market norms.

Impact
Reduced revenue and profit, poor staff utilisation, which could affect colleagues' motivation and lead to redundancies, unmanaged staff attrition and the loss of vital skills and experience.

Mitigation
Long-term business development planning. Senior management review of bidding processes to ensure that Mace remains competitive and continues to price projects and programmes in a way that reflects the associated risks and constraints. This includes ensuring that the best and most appropriate delivery methods are selected and that the estimating of direct and indirect cost and of programme duration are managed appropriately and consistently.

Planned diversification of revenue streams into new sectors, service lines and geographies. Investment in innovation.

Mature partnerships with key suppliers.

Active engagement with clients to ensure their expectations are understood and that Mace is able to meet them in full.

Operational
10. Third-party management

Risk trend	↑
Risk owner	Group Commercial Director
Alignment to priorities	— Grow Together — Deliver Distinctive Value

Definition
A supply chain partner that has a significant role in the successful delivery of one or more Mace projects collapses.

Impact
Potential project disruption, additional costs because of delivery delays, quality, warranty or cash flow issues, loss of secured income and reputational damage.

Mitigation
Actively managing relationships with supply chain partners to ensure difficulties are flagged at an early stage and can be managed.

Ensuring appropriate levels of due diligence and financial covenant checks are undertaken and kept up to date.

Establishing contractual arrangements that clarify which party is accountable for each relevant risk.

Avoiding over-reliance on specific subcontractors by engaging a broad supply chain.

Operational
11. Innovation

Risk trend	—
Risk owner	Group Chief Technical Officer
Alignment to priorities	— Pursue a Sustainable World — Grow Together — Deliver Distinctive Value

Definition
There is a failure to keep ahead of competitors in terms of innovation, operational efficiency and effectiveness, and a consequent failure to meet the demands of the market because of a lack of strategy, foresight and related investment.

Impact
A failure to win work and failure to be competitive, which may reduce profitability and cash generation.

Mitigation
Foster a culture in which the identification, development of and commitment to adopt innovative concepts and initiatives is prized and in which innovation is funded appropriately.

Treasury/liquidity
12. Funding and liquidity

Risk trend	—
Risk owner	Group Chief Financial Officer
Alignment to priorities	— Deliver Distinctive Value

Definition
There is a risk that in the future Mace is unable to secure adequate funding to meet operational liquidity needs because of market conditions or the Group's performance, financial status or reputation.

Impact
A lack of funding could reduce the Group's ability to meet its financial obligations as they fall due.

Mitigation
Active cash flow and working capital management.

The negotiation of appropriate debt facilities, including: a £90m Export Development Guarantee loan that was obtained in July 2024. The amortising loan is provided by J.P.Morgan, guaranteed by UK Export Finance and matures in August 2028; and a recently extended £10m revolving credit facility that is provided by BBVA.

Clear financial resilience targets and a well-managed approach to distributions. Commercial golden rules to minimise losses.

Appropriate levels of due diligence and financial covenant checks are undertaken and kept up to date for the Group's clients and suppliers.

Operational
13. Financial reporting

Risk trend	—
Risk owner	Group Chief Financial Officer
Alignment to priorities	— Deliver Distinctive Value

Definition
There is a risk that failures in financial control and reporting result in misstatements within the Group's financial statements or forecasts.

Potential impact
Misstating the Group's financial performance or status could result in a loss of value, breach of lender covenants, financial penalties and reputational harm. Misstating forecast information could reduce the quality of management's decision-making, resulting in a reduction in revenue, profitability or cash flow.

Mitigation
Mace maintains effective financial controls and continues to invest to strengthen these controls. The Engine and Group finance teams contain a significant number of qualified accountants. The Group continues to invest in an enterprise-class Oracle system, the use of which brings significant coherence and control to its financial controls and reporting.

Mace is investing to enhance its internal audit, assurance, risk management and compliance capabilities.

ESG PERFORMANCE

Our ESG strategy is designed to create lasting value.

Sustainable and ethical growth

Our ESG strategy is critical to our long-term value and resilience. It has helped us respond effectively to challenges and prepare to mitigate future risks.

“We look at every part of our sphere of influence to identify opportunities that make a valuable contribution to society.”

As a purpose-led organisation, Mace colleagues expect, demand and value purpose-led career opportunities. Our ESG strategy allows us to attract and retain the best people, offering roles on projects and programmes across the world that are built on a foundation of social value and community impact.

As we grow, our ESG strategy is designed to guide our business decisions, ensuring that we remain focused on creating opportunities for our employees and the communities we serve across the globe, that we continue to challenge ourselves to be more sustainable, share learning and breakthroughs with our industry, and adopt the highest standards of governance.

We are not alone in having bold ESG ambitions but unlike some others, our targets go beyond our company and our people. We look at every part of our sphere of influence to identify opportunities that impact more than just our business and which make a valuable contribution to society. We also take responsibility for challenging the industry, pro-actively championing individuality and celebrating diversity to create an inclusive environment in which our colleagues can be their authentic selves and thrive.

We also want to stand out from our peers for our transparency and rigor. We set ourselves bold targets, progress against which is measured and governed thoroughly and professionally. We share our strategies, performance, actions and learnings publicly to inspire change.

OUR ESG FRAMEWORK

ESG focus	Environment	Social	Governance
	— Corporate carbon reduction — Client carbon reduction — Biodiversity — Waste and water reduction	— Employment and development — Shared knowledge — Community impact — Health, safety and wellbeing	— Leadership and corporate governance — Anti-corruption and bribery — Risk management — Labour standards and human rights

We set ourselves bold targets and share our strategies, performance, actions and learning publicly to inspire change.

	Our targets for 2026		2024 performance of strategic targets	Alignment to UN Sustainable Development Goals
ENVIRONMENT **Developing pioneering approaches to address the climate challenge**	Annual corporate carbon reduction (cumulative) 10% Client carbon reduction (cumulative) 10m tCO_2e	Biodiversity delivered 500 ha	Annual corporate carbon footprint 94.3% increase (2023: 5.9% reduction, 2022: 7% reduction) Client carbon savings 3,467,133 tCO_2e (2023: 1,769,242 tCO_2e, 2022: 979,752 tCO_2e) Biodiversity delivered 202 ha (2023: 167 ha, 2022: 54 ha)	
SOCIAL **Building opportunities for our people, partners and communities**	Annual gender pay gap improvement 10% Colleague engagement score 85%	Health, safety and wellbeing performance 0.04 AFR Value to society created £700m	Annual mean gender pay gap change 10.7% reduction (2023: 0.2% increase, 2022: 11.2% reduction) Health, safety and wellbeing performance 0.04 AFR (2023: 0.04 AFR, 2022: 0.03 AFR) Value to society created £933m (2023: £912m, 2022: £682m)	
GOVERNANCE **Re-imagining our approach and creating value through innovation and robust governance**	Client satisfaction score 85% Annual turnover invested in R&D 3.5%	Annual margin growth 20%	Client satisfaction score 89% (2023: 86%, 2022: 86%) Annual turnover invested in R&D 2.6% (2023: 2.9%, 2022: 3.0%) Annual margin change 30% reduction (2023: 68% increase, 2022: 4.7% reduction)	

UCL East

ENVIRONMENTAL

In 2024, the industry navigated some complex climate change-related challenges including the need for more resilient infrastructure to mitigate the impact of extreme weather, ageing assets that are not operationally efficient, and the scarcity of valuable materials.

To become more sustainable, we must transform the way we consume resources, and create and renew the built environment, to deliver low and zero carbon buildings and infrastructure.

We are harnessing our unique capabilities to explore and put into action new ways to build a more sustainable future for everyone – sustainable design, efficient resource management, advanced technology, net zero targets. We believe we have a responsibility to spearhead positive progress. As founding members of CO_2nstructZero, SteelZero and ConcreteZero we advocate for more responsible procurement on key building components and seek to support our partners and clients to implement best practices throughout our global hubs.

Target:
10% corporate carbon footprint reduction y-o-y

Performance:

94.3% increase*

2024	+94.3%
2023	-5.9%
2022	-7.0%

* Includes embodied and operational GHG emissions from a development project. Without this completed project we reduced our corporate carbon footprint by 4.3% from the previous year.

101 Moorgate

A sustainable approach

In 2024, our Construct engine, remained committed to achieving more sustainable construction. Our UK business achieved certification to the PAS2080:2023 standard for Carbon Management in Buildings and Infrastructure, continued to procure 100% of our timber from responsible sources, saved 246,000 tonnes of carbon on behalf of our clients and achieved BREEAM Outstanding on our project at Stratford Waterfront for The London College of Fashion.

In Consult, 2024 has seen our sustainability experts around the world continue to combine global thinking with local execution. Understanding the local drivers and regional regulations, we have developed and delivered positive sustainability outcomes for a range of clients such as EirGrid in Ireland and Keflavic Airport in Iceland where the team are working towards reducing the carbon footprint significantly by 2030, translating our legacy and sustainability plan into tangible, deliverable actions. In Spain, as a member of the advisory council for BREEAM, sustainability is also at the heart of every project with 50% of the team working in sustainability consultancy and building strong client relationships such as the eight-year partnership with Inmobiliaria Colonial, a leader in the prime office market. In 2024, the team was appointed to provide sustainability consultancy and project and cost management services for BlackRock and Grupo Lar's project to convert the former 'Hacienda' offices in Madrid into luxury flats and a student residence.

Target:
10m tonnes of client carbon savings projected through pipeline work by 2026 (annual cumulative total)

Performance:
Savings of:

3,402,156 tCO_2e

2024	3,402,156 tCO_2e
2023	1,769,242 tCO_2e
2022	979,752 tCO_2e

Target:
Procure 100% of our timber from responsible sources

Performance:

100%

2024	100%
2023	100%
2022	100%

Target:
Eliminate diesel on all sites by 2026 (vs 2019 baseline)

Performance:

-82%
reduction in diesel use

2024	82%
2023	69%
2022	73%

2024 ELECTRICITY

Market based	+13.1%
Location based	+24.4%

Case study
PALMERSTON COURT

In 2024 we successfully achieved Passivhaus standard accreditation for a purpose-built student accommodation (PBSA) project in Battersea for Urbanest. With a floor area of over 17,964 square metres, the building is the first large-scale project of its kind in the UK and one of the largest in the world to receive Passivhaus standard certification.

Rendering conventional heating systems unnecessary, the low-energy construction concept makes efficient use of the sun, internal heat sources and heat recovery. This allows for space heating and cooling-related energy savings of up to 90% compared with typical buildings and over 75% compared to average new builds.

The building is designed to be energy self-sufficient with the elimination of thermal bridges where possible and high-performance glazing. Its high insulation levels help to recover up to 80% of all heat, while heat recovery ventilation means the building is kept cool during warmer weather without losing energy.

Passivhaus accreditation is typically associated with smaller, private residential projects which means this project not only demonstrates the potential for future applications on a much larger scale but also showcases what can be done collectively to make our buildings more sustainable.

Delivered to BREEAM 'Outstanding' standard, the project is also one of the first where Mace has used its in-house LCC off-site technology that significantly reduces embodied carbon, structural steel, deliveries to site and waste.

> "We remain committed to looking beyond our own carbon footprint and seeking ways to support our clients to accelerate their net zero journeys and deliver greater outcomes."

Towards zero

Our carbon reporting methodology and reporting boundary includes accounting for embodied carbon emissions for Develop projects within Mace's operational control. All embodied carbon emissions land in the year of completion and we have not had any to account for since 2020. The completion of phase two of our Botley development project in December 2024 – the first Develop project to be handed over since setting our 2020 baseline – added 10,606.48 tCO$_2$e to Mace's carbon footprint and meant that our year-on-year corporate carbon emissions rose significantly by 94.3%. When excluding the embodied carbon from the Botley development, Mace achieved a 4.3% reduction in emissions from the previous year.

We remain committed to looking beyond our carbon footprint and to seeking ways to support our clients to accelerate their net zero journeys. In 2023 we had identified 1.77m tonnes worth of carbon savings for our clients and in 2024 we increased the total savings to 3.4m tonnes.

This year, we announced our participation in a groundbreaking initiative to drive low-carbon industrial innovation. In collaboration with six other forward-thinking partners, we are leading the development of a decarbonisation strategy for the Kemsley Industrial Cluster in North Kent, UK.

This project is co-funded by Innovate UK and is part of the UK Government's Local Industrial Decarbonisation Plans initiative. The University of Kent will provide essential modelling and simulation insights, while our industrial partners will contribute their extensive experience in managing real-world challenges. By sharing our findings, we aim to inspire similar industrial clusters across the UK and beyond to adopt best practices in decarbonisation.

At EDGE London Bridge, the project team is working to achieve a 35% reduction in embodied carbon. Our sustainability team worked in collaboration with the design and commercial teams to review the impact of material and design changes by updating and monitoring the Lifecycle Carbon Assessment. Through the optimisation of concrete mixes, use of cross-laminated timber slabs, procurement of low carbon steel, aluminium and raised access floors and a lean-optimised structural design we have, to date, achieved a saving of 4,943tCO$_2$e.

2024 CARBON EMISSIONS

Scope 1 Fuel consumption in stationary and mobile sources (onsite)	1,577 tCO$_2$e
Scope 2 Purchased electricity	970 tCO$_2$e
Scope 3 T&D losses from electricity, waste, water, home working and business travel, and embodied carbon from Develop projects	18,358 tCO$_2$e

Case study
CARES CLOUD AT HS2

The team working on the HS2 Euston station project trialled a new digital chain of custody system (CARES Cloud) for steel rebar. The use of CARES Cloud provided significant productivity and efficiency gains when compared to traditional paper-based assurance methods. As well as enhancing the transparency of the supply chain, it provided real-time tracking of rebar (including its origin), improved product and quality assurance, improved accuracy of embodied carbon emissions and sustainability credentials.

The cloud-based platform provides an easy-to-understand digital dashboard to help project managers and contractors identify the quantities and product conformity and additional certification approvals status of rebar delivered to the site. It could become a key part of a materials passport scheme on future projects as the digital architecture is transferable to other steel and wider construction-related products.

Circularity

Globally, we are consuming raw materials at a rate far greater than the earth can naturally replenish. The Organisation for Economic Co-operation and Development (OECD) predicts that the global demand for primary materials will double from 79Gt in 2011 to 167Gt by 2060.

The construction industry is at a tipping point, consuming 62% of materials globally and generating 60% of all waste. Moving from a linear to a circular way of thinking in construction will require a change in how we approach projects. The reuse and recycling of materials must be prioritised from the start of a project if we want to reach net zero.

To become greener and less resource intensive, we must retain materials in use as long as possible, avoid waste creation and minimise and the need to extract raw materials in the first place. In 2024 our total waste generated was 1.35 tonnes per £100k spend, a 32.84% decrease from the 2020 baseline and we reduced diesel on site by 43.4%, although more work is needed to achieve our aim of eliminating diesel on all sites by 2026.

The transition to a circular model requires industry-wide collaboration. Contractors, supply chain, investors, developers and policymakers must all work together, sharing knowledge and allocating risk fairly. The earlier contractors and their supply chain partners can be engaged on a project, the greater the impact potential. As part of our ongoing examination of circularity, we published a second report: Closing the Material Loops.

Developed in partnership with ARUP, the global design engineers dedicated to sustainable development, this report explores the circularity potential of carbon intensive construction materials – structural steel, concrete, plaster, glazing and building services – using as-built data from a recent new build development. The report is part of our global initiative to set out actionable steps the industry should be taking now to create a circular approach within the built environment.

Recently the industry has made significant strides in reclaiming and reusing material, driven in part by a rise in closed-loop schemes and technology, such as material passports, which have enabled more circular treatment.

The 101 Moorgate and EDGE London Bridge commercial office and mixed leisure schemes are showing the way to a greener city, with diesel-free construction processes and a focus on circular materials.

> “The transition to a circular model requires industry-wide collaboration. Contractors, supply chain, investors, developers and policymakers must all work together.”

Case study
REPURPOSE, REUSE, RECYCLE AT 25 HANOVER SQUARE

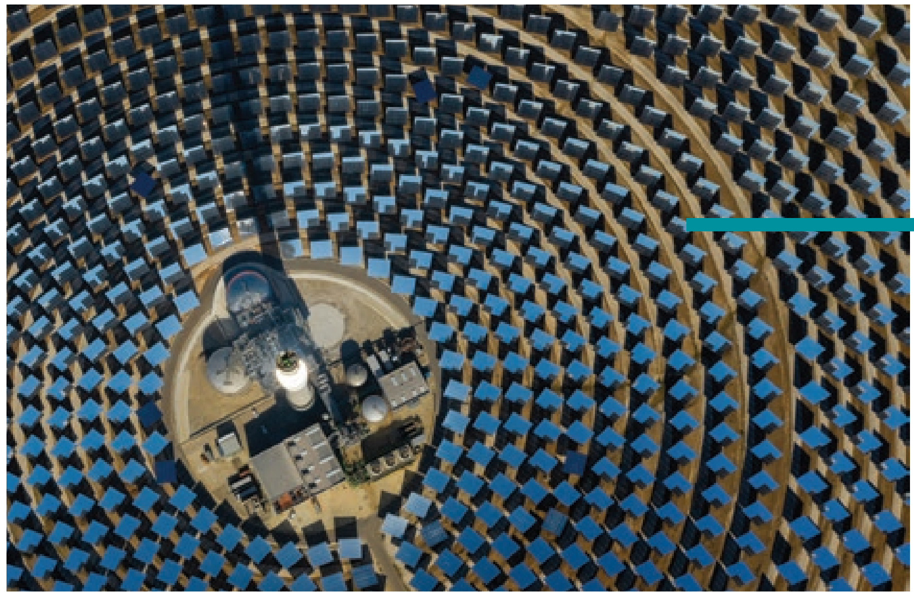
The projects where we can make the most difference are those with the most forward thinking, responsible clients. Morgan Capital is one such client and their project, 25 Hanover Square is becoming a blueprint for the circular ethos.

During the building strip out, much of the building façade was being removed and replaced. The building’s Albion stone façade was taken off site to be repurposed and mostly reused as flooring. 68 tonnes of stone was removed from site which has saved an estimated 310 kgCO_2e.

To ensure flexibility and adaptability in the future, the 25 Hanover Square team is also utilising magnetic flooring. This means that adhesives do not have to be used, eliminating VOC emissions, and that replacement or removal is easy in the future. The team is using this innovative solution across 1,500 m^2 of flooring, and taking lessons learned to inform the use of this system again in the future.

Other examples of the materials used at 25 Hanover Square include:

- Rubblazzo (Diespeker) – a terrazzo material made from rubble salvaged from demolished London buildings.
- FabBRICK – an innovative material made from textile waste which provides good acoustics and thermal insulation.
- BAUX – BAUX’s acoustic pulp boards are made from all natural and bio-based materials and will be easy to recycle in the future. Baux also operates a reuse scheme for waste materials.



Biodiversity

Through our partnerships with conservation organisations, our ecological consultancy and the volunteering hours of colleagues across the globe, we are striving to create a positive impact on nature. We know that without biodiversity, our economy, our health and wellbeing would suffer. That is why focusing on biodiversity growth and resilience is a core part of being a responsible business.

A shift in approach

In 2024, significant new environmental policies were implemented in England, mandating biodiversity growth. Labour’s commitment to biodiversity is clear and ambitious. They have pledged to protect 30% of UK land by 2030 and increase species abundance by at least 10% in the same timeframe, surpassing 2022 levels.

Mandatory Biodiversity Net Gain (BNG) has been introduced for construction projects. The changes are intended to ensure that nature is not destroyed but, rather, regenerated as part of the development. The BNG legislation, mandated under the Environment Act 2021 and operational through the Town and Country Planning Act 1990 amendments, offers potential to begin healing habitats and wildlife. It challenges developers, designers and ecologists alike to adapt to new ways of working and new ways of considering all living things around them.

Under the changes, planning permissions in England now require a minimum of 10% BNG, a commitment to enhancing biodiversity resilience, and even small sites must also ensure habitats are secured for at least 30 years. The arrival of BNG legislation heralds a paradigm shift in environmental governance, demanding a harmonious blend of ecological stewardship and sustainable development.

Target:
500 hectares of biodiversity gain by 2026 (annual cumulative total)

Performance:

202 ha

Our response

By the end of 2024 we had delivered 202 hectares of biodiversity gain through our partnerships with nature organisations such as the Lancashire Wildlife Trust. As a responsible business we work hard to create liveable communities, investing in natural capital to restore and create biodiverse spaces while attracting wildlife and enhancing neighbourhoods.

We also completed the Natural History Museum’s Urban Nature Project, a programme of work across the UK that was created in response to the increasing pressures of urbanisation, climate change and biodiversity loss on people and the planet. As part of the programme, five acres of outdoor space have been transformed and reimagined into beautiful and educational outdoor living galleries. The gardens tell the story of change on our planet over more than 2.7 billion years, as well as providing a space for visitors and scientists alike to find out more about the extraordinary wildlife on our doorsteps today.

Creating pathways

The global shift towards sustainable practices creates new job opportunities in various sectors, particularly in green building. Our Green Pathways programme informs young people of the current and future opportunities for green careers. The programme covers key sustainability topics such as climate change, net zero carbon, biodiversity, renewable energy, reuse and recycling, retrofitting and community impact, while also focusing on soft skills like analytical thinking, problem-solving, presentation skills, teamwork and leadership.

The programme was delivered recently to 16 students who are currently studying T-Level electrical installation. The feedback indicated that 81% of students felt interested and inspired to choose a career in the green sector within the built environment and 87% of students felt confident that they have an understanding of the different careers relating to sustainability.

In addition to students, the social value team work with prisoners, prison leavers, ex-offenders and those who have been in contact with the criminal justice system to help create pathways to employment. Working with prisons, prisoners, our supply chain and organisations such as the charity Bounceback and the intervention programme, DIVERT, the team has been able to support training, career opportunities and reintegration into society for ex-offenders across the UK, including a scheme to employ seven prisoners in Bristol released on temporary licence for work experience that generated £228,244 social value.

SOCIAL

We shape the built environment in partnership with the communities in which we work. The value we generate isn't recognised purely through revenue and profit, but through the opportunities we create locally and the legacies we leave behind.

It all links back to the people at the heart of our business. We recognise that to build the best teams we need the best people – and that requires care and investment; by thinking globally and acting locally to develop our people and investing in the practices that support them as we continue to grow. We now employ more than 8,000 people around the world, and we continue to grow at pace. Every new project and role, every new service and every new innovation, creates spaces for people to grasp opportunities and grow professionally and individually. Whether that is advancing technical proficiency, leadership skills, spearheading a new client project, or supporting the 500 apprentices and graduates we employ. The more we grow, the more we learn and the more opportunities we can offer our people.

Value to society

£933m

Redefining boundaries

2024 marked the global launch of our Career Framework. This provides our people with a clear and transparent framework which can be benchmarked externally in all the markets we operate in and is important for our personal career journeys, progression and development. Wherever we are in the world, our people can understand how each role fits in the organisation, and that in turn helps us understand how we can progress and grow in our existing roles.

Career progression is very unique to every person – and can change depending on the stage of your career and life. With over 550 mapped job profiles, career progression is no longer just about advancement upwards but outwards and across job families. Our people can build up a portfolio of skills, enabling their purpose, ambitions and aspirations to be realised and evolved over time.

Training and development – both on and off the job, are key parts of this evolution and of the governance of our business, helping us reduce risk and protect ourselves, our people, clients and business. As part of our 2026 strategy, our target for compliance with associated learning and ethics certifications is 95%. In 2024 we achieved 93% compliance for ethics and 97% for training.

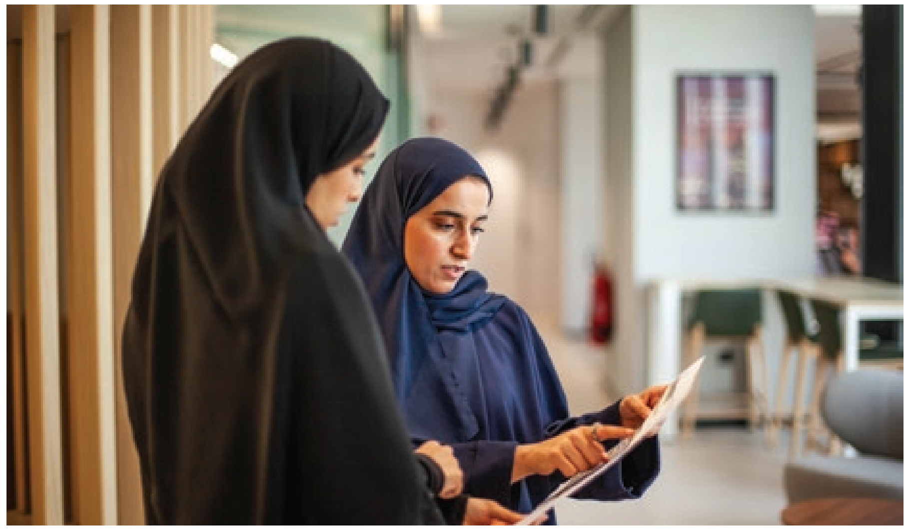
"Our people can build up a portfolio of skills, enabling their purpose, ambitions and aspirations to be realised and evolved over time."

Talent

With more than 7% of our workforce being on graduate and apprentice programmes, we are focused on developing new capabilities, equipping colleagues with the skills to help them excel in the future to more senior manager and professional roles. This year we launched our first sponsorship programme – Talent Pathways – enabling participants to have the benefit of sponsorship and support from current business leaders for 12 months. We have also entered our fourth year partnering with the 10,000 Black Interns scheme, which offers paid internships and mentorship to Black students and graduates.

Our commitment to developing new talent and skills is one we share with our clients. We led a successful secondment pilot scheme with the Ministry of Justice (MoJ) to support the New Prisons Programme (NPP), looking to improve construction knowledge and grow emerging talent across the Alliance 4 New Prisons (A4NP). The groundbreaking scheme brought together colleagues from Mace, ISG, Wates, the MoJ and previously ISG, to better understand the key elements of a major programme like the NPP and support their development and skill development into future leaders.

> "Our commitment to developing new talent and skills is one we share with our clients."



Reward and recognition

We are committed to fair and transparent reward and recognition in every location at every level to ensure we modernise practices in the workplace that are comparable and competitive in order to retain key talent around the globe, drive performance outcomes for success and foster a culture of excellence. Because when our people thrive, so does our business. With over 8,000 people across the globe, our people have different priorities and needs. That is why we offer diversity in our approach to benefits that are meaningful in the relevant locations and our total rewards offering can range from health and wellbeing to finances and lifestyle. This year we launched a new Total Rewards Portal, MyChoices, in the UK with a planned phased roll out over time to our locations with the largest populations in the global hubs. The new portal provides an improved experience for every colleague in understanding, finding and accessing total rewards at Mace.

In the UK where we have our biggest population in 2024, we updated our Flexible Working and Family Leave policies. Our people now have access to benefits from day one of their employment with Mace. We also created a new Neonatal Leave benefit, made improvements to our Pregnancy Loss and Carer's Leave benefits and allowed more flexibility around our Paternity Leave benefit. These changes mean we are already aligned to the significant reforms to employment rights and workforce legislation announced by the new UK Labour Government. Around the world, we ensure our policies set the standard globally but are locally applied, for example where legislation exists and takes precedence.

Employee engagement/ Be heard

Our Grow Together strategic priority encourages us to engage, develop and inspire our people, clients, partners and communities while our EDI strategy further encourages to espouse a truly inclusive culture and ensure our colleagues' voices are valued and heard. Our approach to employee surveys is global, to create an environment where people can share their views and feel listened to, creating a collaborative environment where feedback leads to insights, learning, tangible actions, and being able to demonstrate our commitment to continuous improvement and ultimately creating positive experiences of working at Mace.

This year 75% of our people participated in the survey and the results indicate that colleagues are attracted and stay because of the interesting and wide range of projects across sectors and countries. There is a great pride in our legacy of delivery across our global teams. Our empathetic culture is also a significant positive with 74% of survey respondents saying that they were either 'very satisfied' or 'somewhat satisfied' with our current employee value proposition. 83% of respondents felt able to be themselves at work and 89% felt respected and valued by line managers. 74% told us they enjoy their job and find it satisfying, with 89% feeling that they make a valuable contribution. 69% of people experienced positive emotions and a sense of purpose.

Our colleagues also took part in a series of pulse surveys that focused on drivers, such as line management support and mental wellbeing, which contribute to overall employee engagement. In order to mature our approach going forward, we have partnered with a new employee listening and engagement partner and will be reintroducing an engagement index in 2025.

A key focus and priority for us as a business this year has been on measuring colleague wellbeing and driving meaningful action to improve our mental wellbeing and positive emotions score because we care and know it can make a difference to how people feel about working for Mace. In 2024, we launched our first global EAP, provided by TELUS Health, making this the first year that every colleague at Mace, no matter where we are based, had access to services that support total wellbeing.

Target:
70% colleague mental wellbeing score (measured by taking the mean for 'sense of purpose' and 'positive emotions' scores

Performance:
69%

Target:
76% line manager index score

Performance:
74%

Target:
21% gender diversity at Associate Director level and above

Performance:
19.3%

Target:
10% UK ethnic diversity at Associate Director level and above

Performance:
9.1%

Impact matters

Our EDI strategy celebrates our progress and establishes our renewed ambitions to 2026 as we work towards becoming the most inclusive employer in the industry.

One of our main aims is to attract, develop and retain talented diverse people. Working towards that goal in 2024, we upskilled our recruiters and hiring managers with inclusive recruitment training, amended the language used in our job adverts to attract more female applicants and introduced changes to the UK family-friendly policies.

To show a commitment to continual improvement, we set and achieved some key global targets. We want to increase the representation of women to at least 35% of employees. In 2024 we made great progress towards these targets. 31.8% of our global colleagues across all levels in the organisation are female with increased female representation in Associate Director (AD) roles and above rising to 19.3%. In 2024 17.3% of our UK colleagues identified as part of an under-represented ethnic minority, an increase from 16% in 2023, and we increased representation of under-represented ethnic colleagues at AD roles and above from 8.7% at the start of the year to 9.1%.

As part of our EDI strategy, we also set aspirations to increase our representation of employees who have a disability and those who identify as LGBTQ+ by at least 3%. In 2024, the number of employees who have a disability rose from 1.8% in 2023 to 2.1%, with 1.6% of our colleagues disclosing they identify as LGBTQ+.

Inclusion pay gap

We published our Inclusion Pay Gap data for 2023/24 six months in advance of the UK statutory reporting deadline – this is so that we can understand performance outcomes, learn from the insights and drive change quicker. For the third year, we published data by all three of our UK entities which directly employ Mace colleagues – giving a more transparent breakdown of our performance in different areas of the business. We have built a more comprehensive picture of the progress we've made and what actions we need to take going forward.

At a Group level in 2023/24, we attained a 10.7% reduction in our mean gender pay gap, exceeding our 10% annual target. Our median ethnicity pay gap reduced marginally from 22.5% in 2022/23, to 22% in 2023/24.

A detailed review of the Inclusion Pay Gap data shows that our ethnicity pay gap was significantly impacted by our recruitment of more ethnically diverse colleagues at entry level grades. This has increased the ethnicity pay gap in the short term. However, it is also reflective of our efforts to attract early talent and build a strong pipeline for growth and progression within the business, which is expected to support our progress towards increasing representation of ethnically diverse colleagues in our senior roles in the long term.

Our Consult Engine saw an improvement of their median gender pay gap by 13.2% to 18.2% – driven in large part by an increase of women in more senior roles. We are seeing greater gender parity in our lower quartiles as well. Our Construct Engine made significant progress in 2023/24 achieving an 11.4% reduction in the median gender pay gap to 35.5%, and a 9.7% improvement on the median ethnicity gap. These improvements are driven by an increase in representation of both ethnically diverse and female colleagues at all levels except our most senior level.

In 2024 we also became a proud signatory of the Care Leaver Covenant in the UK, a mentoring scheme that pairs Mace colleagues with applicants aged 18-25 from care backgrounds. We recommitted to supporting service leavers, Reservists and their families by re-signing the UK's Armed Forces Covenant, a voluntary pledge recognising the unique obligations and sacrifices of those who have served the country.

19.3% (+5%)

of women in our global business are at Associate Director (M4) level and above

10.7%

reduction in our mean gender pay gap across the Group

55%

increase in ethnically diverse colleagues at entry level grades

Target:
10% reduction in mean gender pay gap each year

Performance:

10.7% reduction

2024	-10.7%
2023	0.2%
2022	-11.2%

Target:
10% reduction in mean ethnicity pay gap each year

Performance:

1.5% reduction

2024	-1.5%
2023	-3.6%
2022	+4.5%

Health, safety and wellbeing

In 2024 our accident frequency rate (AFR) stayed at 0.036. Where our Lost Time Injury Frequency Rate increased from 0.084 in 2023 to 0.113, our All-Injury Frequency Rate reduced by 44% from 0.374 to 0.259. We know there is always room for improvement in making sure our people are safe and well, and in 2024, we increased our efforts. Our Occupational Health Inspections increased by 69%, our Safety Observations by 31% and safety actions by 16%. Safety Audits increased by 11% on 2023 and Safety Inspections increased by 47% on the previous year.

The health, safety and wellbeing (HSW) of our people is about more than just numbers. 2024 was a transformative one for us as we launched a new HSW brand worldwide. The resulting commitment to the principle of 'Safety first – Going home safe and well' has not only reinforced our dedication to the physical and psychological safety of our people but has also fostered a robust workplace culture. This culture, built on our shared values and strategic priorities, has made HSW accessible and effortlessly understood across all our operations.

We realigned our training programmes to a global standard and introduced e-learning through iHasco modules, enhancing accessibility and consistency. We also updated the People-Plant Interface (PPI) Standard to address one of the key fatal risks in construction and in collaboration with the Construction Health & Safety Group (CHSG), we developed a comprehensive training course in response to the new Joint Code of Practice for Fire Prevention on Construction Sites. This initiative earned us the prestigious fire safety award from CHSG, recognising our commitment to fire safety excellence.

Across the globe, we introduced Worker Welfare standards for Oman, KSA and UAE, developed a risk rating and management programme to protect our people in Peru and received a Gold Award from the World Health Organization in India, highlighting our commitment to excellence and safety.

Target:
0.04 accident frequency rate by 2026

Performance:

0.04

2024	0.04
2023	0.04
2022	0.02

Giving back

We believe we have a responsibility to support the communities in which we work. To enhance Mace's commitment to give back to local people, we launched the Mace Foundation in 2012. Each year, we give 1% of our pre-tax profits to our communities. Together with our people we have donated £10m since 2012 to charitable causes around the world, creating an incredible £52m worth of social value.

In 2024, the Foundation supported 125 charities around the world, created £4.3m worth of social value, helped 2,487 homeless people and empowered 5,400 young people through education and employment. Over £700,000 was donated and raised over the past 12 months, helping 2,500 Mace people support the charities that matter most to them via our match-funding programme.

This year we've made a lasting and positive difference globally. Working with the Ananda Marga Mission School and Orphanage in Kenya, we helped construct a classroom block, supporting over 600 students and leaving a legacy in the Kiembeni community.

In Zambia, we partnered with Build International to fund a 'Training into Work' programme for 50 disadvantaged and unemployed young people and in Uganda, East Africa, we worked with Kiss to provide vocational training programmes, educating up to 50 students from rural communities.

In North America, we worked in partnership with the ACE Mentor Program of Greater New York to support young people with careers in design and construction across the region with five student scholarships and 235 students paired with Mace professionals for guidance. We worked with the Children of Peru Foundation helping to close the digital gap for over 200 young people in rural areas by providing two computer labs and partnered with Juntas to provide Nurturing Talent Kits, enabling safer educational environments for 2,300 young people across schools in Peru.

In the UK, we helped Young Bristol support 50 young people to develop skills and qualifications in outdoor pursuits and provided an Online Reading Volunteers Programme with Chapter One in Birmingham, benefitting over 100 children and providing 125 hours of volunteering for Mace people.

In London, we made a positive difference to 1,000 young people through sports mentoring in partnership with Atlas and Tackle London and worked with Class of Your Own to educate 100 young people in the Design, Engineer, Construct Learning programme. We provided 20 refurbished laptops for 460 students and inspired 60 young people through out of school clubs.

Target:
Grow community investment to £20m

Performance:

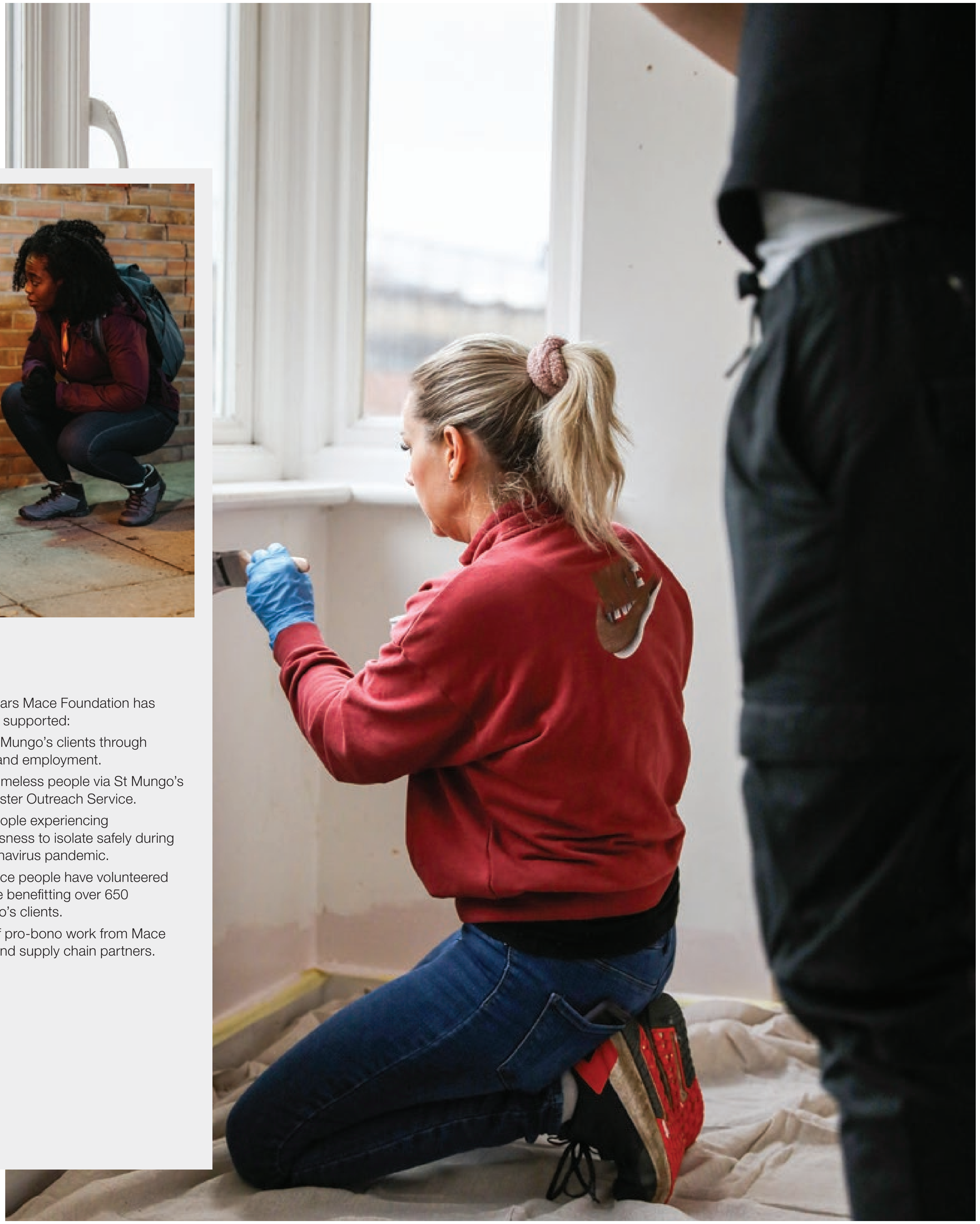
£7.8m

2024	£7.8m
2023	£6.9m

* 2022 not measured.

4.3m

of social value was created by the Mace Foundation in 2024



Case study

ST MUNGO'S PARTNERSHIP

Ending homelessness. Rebuilding lives.
2024 was the final year of our partnership with St Mungo's. Over the last five years we have raised £405k, potentially helping 16,200 people make it their last night sleeping rough on the streets of London.

"Our partnership with Mace over the last five years has really shown how two organisations can make a bigger difference together than they could alone. Mace have done so much, from driving forward our construction skills workshops and courses, to transforming one of our care homes, to offering job opportunities to our clients – which is exactly the sort of empowering support we want to provide. Mace's positive and influential impact on St Mungo's and our clients will be felt for years. We are deeply grateful for their dedication to ending homelessness."

Emma Haddad,
St Mungo's Chief Executive

Over five years Mace Foundation has funded and supported:

- 7,627 St Mungo's clients through training and employment.
- 8,625 homeless people via St Mungo's Westminster Outreach Service.
- 2,700 people experiencing homelessness to isolate safely during the coronavirus pandemic.
- 1,114 Mace people have volunteered their time benefitting over 650 St Mungo's clients.
- £290k of pro-bono work from Mace people and supply chain partners.

Social value creation

There are many ways to measure our performance. It's social value that really resonates with us, our clients and our suppliers. Economic benefits through job opportunities and support for local businesses. The improvement of public spaces. Better services and infrastructure. Reducing carbon emissions and promoting green technologies. Improving the quality of life for whole communities.

In our 2026 Strategy we pledged to deliver £700m of social value per year by 2026. In 2023 we exceeded that goal by delivering £912m and in 2024 that number increased to £933m. This measurement is important to us and also to our clients. We know they want to make a positive impact, and we support them to make informed decisions about where social value efforts should be focused. Our Social Value consultants use a data-led approach to produce actionable plans that enable clients to report progress and celebrate successes. Together, we can ensure that enterprises, programmes and projects are built on a foundation of social value and deliver a lasting legacy for individuals, communities and the environment.

Mace calculates the social value/social impact with the Value to Society measure using a total capital accounting framework and methodology developed and managed by an independent third party called Route2. We measure and report 28 indicators (KPIs) across the 6 integrated reporting capitals (human, intellectual, social, financial, manufactured and natural).

Target:
£700m of value to society each year by 2026

Performance:

£933m

Target:
Pay our supply chain promptly and fairly. 100% of invoices paid within 60 days

Performance:

99%

OUR SOCIAL VALUE PERFORMANCE

Our core measure of the social value we generate is 'value to society', an independently audited measure that approximates the value we add across six 'capitals'. We've measured that performance every year since 2017, and in 2021 we set ourselves the ambitious target of delivering £700m in social value by 2026.

We measure value to society using six key capital indicators.

£29m

Financial capital
We measure our financial value not simply through our own revenue and profit, but also through the tax we pay, and how we pay our people.

£84m

Intellectual capital
This targets areas where we share knowledge, upskill our employees and support those outside of our business to grow. From investing in research and development, to vocational qualifications.

-£2m

Natural capital
From our own projects and offices to the entire planet, we can create a positive impact on the natural world around us through our work. That's why we measure our impact from the value we add through environmental and biodiverse activities, alongside our GHG emissions.

In 2024 we took the decision to no longer purchase carbon offsets as part of our net zero carbon reduction strategy, following changing industry and stakeholder positioning on the credibility and role of carbon offsets. This did, however, result in our value to society for the natural capital having a negative impact for the first time. We also saw a negative impact across the manufactured capital, as a result of increased Scope 3 (embodied and operational carbon) emissions associated with the completion of our Botley phase 2 development.

HS2 Euston

£708m

Human capital
People are at the heart of our business, so one of the ways we measure our value is through how we support them and encourage them to support others. From volunteering and wellbeing programmes, to construction site safety.

-£56k

Manufactured capital
Here we focus on how our consumption of key fuels impacts the value we add. From LPG and natural gas, to diesel and petrol.

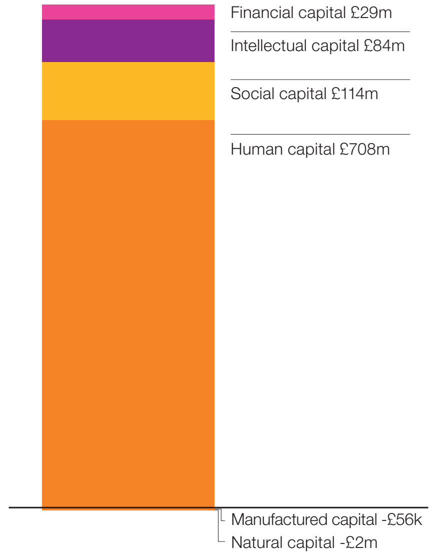
£114m

Social capital
Through our platform we have the ability and responsibility to support the communities our work serves. We measure our social value through, for example, community investment and our spend with social enterprises.

2024 Value to society

£933m

Proportional split of value by capital



91,258 hours

of compliance and non-compliance training completed, and £1.9m of investment in training programmes made, resulting in £16m of value to society.

Social enterprise spend generated

£36m

Employee volunteering contributed

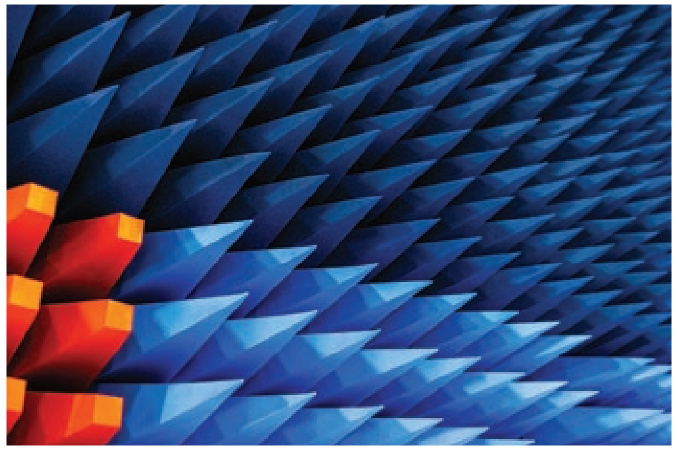
£1.3m

with 29,000 hours of employees volunteering activities.

Employee health and wellbeing generated

£7.7m

of value to society with over 1,600 employees participating in wellbeing activities.



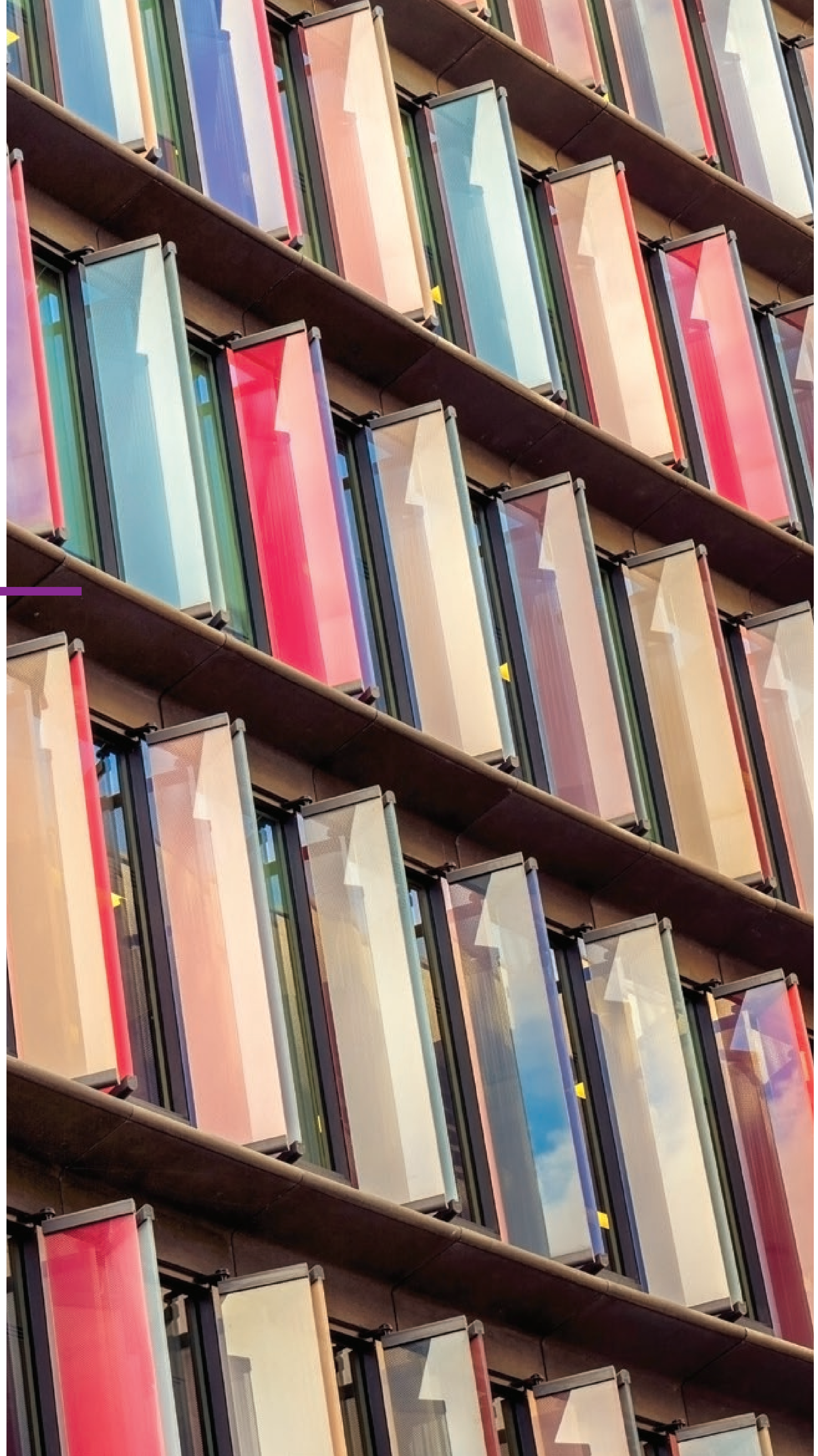
GOVERNANCE

Transparency. Accountability. Integrity.

At Mace, we are committed to maintaining the highest standards of corporate governance. Our governance framework is designed to ensure transparency, accountability and integrity in all our operations. In 2024, we continued to invest, transform and build a resilient globally-respected business. A steadfast force for good.

Since 2019, we have reported on our ESG performance, detailing progress towards our targets and KPIs. We share our strategies, performance, actions and learnings publicly to inspire change.

In 2024 we announced our plans to double the scale of our Consult business by 2030 to more than £1.2bn in revenue and maintain Construct's position as the No.1 contractor in London. We announced a number of leadership changes and established a new Group Board and appointed six new non-executive directors, aligning us with the principles of the UK Corporate Governance Code.



Strategic direction

The new Board is responsible for setting Mace's strategic direction, setting the key performance indicators we use to measure our success and articulating our appetite for risk and growth. By including non-executive directors, we will ensure that our highest level of decision-making is informed by independent expertise helping us to look beyond the immediate horizon and towards the future.

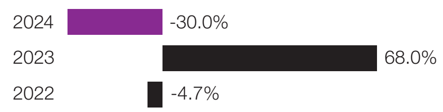
We have established several committees to support the Board in fulfilling its responsibilities. These committees include Audit & Risk, People & Remuneration, Nomination, Health & Safety & Responsible Business, and Investment & General Purpose. Each committee has a specific mandate and operates under clearly defined terms of reference.

Effective risk management is integral to our governance framework. We have robust processes in place to identify, assess, and mitigate risks that could impact our business. Our Audit & Risk Committee regularly reviews our risk management strategies to ensure they remain effective and aligned with our objectives.

Target:
20% margin growth y-o-y
(measured as the percentage increase/decrease in profit before tax on continuing operations)

Performance:

-30%



Overview
Strategic Report
Governance Report
Financial Statements

> "For Mace, leading-edge tech, AI and robotics present significant opportunities to improve the value and experience that we offer to our people, our clients, our partners and our broader stakeholders."

Client relationships

We pride ourselves on our quality client relationships and we aim to improve satisfaction and brand advocacy by listening to what our clients have to say, with the understanding that improved client experience leads to improved retention, advocacy, share of spend and operational efficiency.

We conduct regular surveys using an independent third party to help us assess client satisfaction against key criteria. By analysing data and recognising trends we can identify areas for improvement and continue to deliver distinctive value. In 2024, we achieved an overall 89% client satisfaction score, exceeding our 2026 targets of 85%.

Target:
Client satisfaction score of 85% of above

Performance:

89%

2024	89%
2023	86%
2022	86%

Data center

Innovation, digitalisation and transformation

With £68.1m invested in R&D innovations in 2023, rising to £71.4m in 2024, our governance leverages data to drive and inform decisions. Our comprehensive framework encompasses risk management, anti-corruption measures and commitment to tax transparency. This thoughtful approach empowers us to continually strive toward a better way.

Research and development has enabled Mace to deliver iconic construction projects during 2024. This includes the completion of Palmerston Court, the largest Passivhaus building in the UK designed with Mace's patented LCC. 2024 also saw the delivery of One Za'abeel, the longest cantilevered building in the world.

Breakthroughs in modular construction technology are transforming the construction of data centres and airports in the UK. The net zero carbon agenda also continues to drive modern methods of construction across Mace projects in the public sector and commercial office sector.

In 2024 we have focused on digitalisation as a way to enhance governance through improvements in transparency, accountability, efficiency and decision-making. We have focused on the implementation of well-governed, secure systems utilising industry standard software and hardware tools. Much of our effort has been on building those critical foundations that will enable us to drive efficient, agile, well-governed, sustainable digital transformation as the business grows globally.

Robust governance and compliance form a key part of our new Digitalisation Strategy. As a global business of public interest, we are now at a size and scale where external stakeholders rightly expect us to demonstrate a higher level of corporate governance.

Our technology platforms sit help to ensure we have the right financial, commercial, delivery and information security controls in place. As our dependency on technology grows, so does our vulnerability to attacks.

Target:
3.5% of revenue invested in R&D by 2026

Performance:

2.6%

2024	2.6%
2023	2.9%
2022	3.0%

Target:
Zero significant cyber security breaches

Performance:

0

2024	0
2023	0

* 2022 not measured.

A single security breach or lapse in data management could have far-reaching consequences in today's interconnected world. To mitigate these threats, we are working to maintain an effective cyber security and data protection regime, implementing enhanced checks for those operating in secure environments and transitioning from legacy systems to cloud-based technologies to help ensure that all appropriate patches and system updates are in place at all times.

For Mace, leading-edge tech, AI and robotics present significant opportunities to improve the value and experience that we offer to our people, our clients, our partners and our broader stakeholders.

Our strategic approach begins with continuing to build on the robust digital foundations that we already have in place – because we recognise that this underpins the stability of our operations and enables us to leverage the true value of disruptive technology. Equally, we will ensure that we are getting the very best value out of the digital assets that we have today and rationalise wherever we can to drive uniformity and reduce cost.

We will further standardise the way that we work and in doing so, standardise the systems that we use and the data that we collect – across both structured and unstructured data; and standardise our processes as it will drive our ability to automate and maximise the use of AI.

By leveraging these digital capabilities, we can enhance our governance frameworks, ensuring more effective and efficient management of resources and operations, and ensure competence and adherence to legislation such as the recently amended Building Safety Act. We continue to work in line with the Act, investing in digital solutions, internal training programmes and a detailed risk review. The Act continues to steer the industry in the right direction, changing the way we commission, design and construct buildings.

Code of Ethics

We are committed to conducting our business ethically and in compliance with all applicable laws and regulations. Our Code of Ethics sets out the standards of behaviour expected from all employees, and we have mechanisms in place to ensure compliance with the laws that apply to us in every jurisdiction in which we operate.

Our Code of Ethics is not only about compliance; it is also about upholding our reputation as a fair, honest and ethical organisation that conducts business responsibly and always does the right thing. Our Code of Ethics sets out the standards of behaviour expected of everyone at Mace and is a key foundation of our culture. You can find out more from the Corporate Governance section on our website: https://www.macegroup.com/corporate/governance/

Target:
95% of colleague compliance with training and ethics certification

Performance:

93%

Speak Up

To help us encourage the highest standards of ethical behaviours, corporate governance and accountability, Mace operates a speak up culture supported by an anonymous whistleblowing hotline, which is available 24 hours a day, seven days a week. Our Speak Up policy gives clear guidance so that anyone at Mace can raise concerns of wrongdoing and can be found in our Code of Ethics guide on our website: https://www.macegroup.com/corporate/governance/

Anti-Bribery and Corruption Policy

As part of our commitment to the highest level of corporate compliance and ethical behaviour, we take a zero-tolerance approach to bribery and corruption. Our compliance with anti-bribery laws (both existing and forthcoming) is much more than a legal requirement; it's about how we want to be perceived by society at large – fair, honest and ethical. It is extremely important that we, as an organisation, have in place robust anticorruption procedures to demonstrate compliance with the law and our commitment to ethical business values. At the core of our zero-tolerance approach is the Mace Anti-Bribery and Corruption (ABC) Policy: https://www.macegroup.com/corporate/governance/

Modern Slavery Act

We are committed to ensuring that modern slavery and human trafficking is not taking place within our business or our supply chain. We have working relationships with unions and police forces around the UK in relation to preventing modern slavery and work alongside partners such as EcoVadis and &Wider as well as charities such as Hope for Justice (Slave-Free Alliance) and Sedex to help implement our approach. We have made several commitments and developed policies designed to help us eradicate modern slavery, all of which have been detailed in our full Modern Slavery Statement which can be accessed in the footer of our website: https://www.macegroup.com/

Health and Safety Policy Statement

The health, safety and wellbeing of our people is the foundation of everything we do. Driven by Mace's 'Safety first' value, we are clear that our people and supply chain must go home safe and well at the end of every day. This takes visible leadership, innovation and the commitment of every single one of our people, partners and clients. Find out more at: https://www.macegroup.com/we-care/health-safety-and-wellbeing/

"To ensure we maintain high-quality standards on our projects, we deliver classroom-based training to our strategic supply chain."

Sustainability Policy

For over 30 years, we have been shaping cities and building sustainable communities. From the resources we use to the waste we generate, we are taking bold action – to transform our business activities, be at the forefront of research and development and spearhead positive change. You will find our net zero carbon policies here: https://www.macegroup.com/we-care/sustainability/

Responsible Materials Procurement Policy

We are responsible for specifying and procuring large quantities of materials for construction projects and associated services. We recognise that the choices we make and the advice we provide can have significant direct and indirect impacts upon people and the environment. Our policy sets out Mace's strategic commitment to the procurement and management of materials. View our policy at: https://www.macegroup.com/corporate/governance/

Diversity and Inclusion Policy

Our ambition is to be an organisation that champions diversity and inclusion in every market, sector and geography that we work in. We want to provide a safe environment for all colleagues to be themselves and a culture where every voice is valued. Because when our Mace people are comfortable and confident to be themselves, we thrive and our clients thrive. Find our policy on the EDI page of our website: https://www.macegroup.com/we-care/equality-diversity-and-inclusion/

Subcontractor and Supplier Fair Processing Policy

We are committed to protecting and respecting our partners' privacy. This policy sets out the basis on which we will process any personal data we collect in our pre-qualification checks and throughout our relationship with our contractors, subcontractors and their employees. View our policy at: https://www.macegroup.com/corporate/supply-chain/

Supplier dispute resolution process

As a signatory to the UK Government's Prompt Payment Code, we are committed to dealing fairly and transparently with all suppliers to ensure a timely and efficient resolution of any disputed invoices. You can find our dispute resolution process here: https://www.macegroup.com/corporate/supply-chain/

Compliance training

We work with over 1,000 different suppliers and have taken care to build this supply chain around shared values. To ensure we maintain high-quality standards on our projects, we deliver classroom-based training to our strategic supply chain. Our unique Mace Business School teaches our key suppliers to deliver industry best practice and maintain the highest levels of health and safety performance and full compliance with all relevant regulations, underpinned by our suppliers' code of conduct. As processes and techniques evolve, we adapt to ensure our courses support, develop and set standards for the construction experts involved in what we do.

Tax strategy

Strong, transparent and accountable governance safeguards Mace. That is why we're proud to have held the Fair Tax Mark since 2020, the global gold standard of responsible tax conduct. We are dedicated to paying our fair share of tax in all the countries in which we operate, only applying generally available tax reliefs. We remain committed to managing tax risk and reporting effectively and transparently. Our tax strategy is published on the Group's website at: https://www.macegroup.com/corporate/governance/

Paddington Square – neighbouring works

TCFD REPORT

INTRODUCTION

We view the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as a mechanism through which to engage the business globally on climate-related risks and opportunities; and to build climate resilience into our business planning and strategy development.

Non-financial and Sustainability Information Statement

Our TCFD working group leads our disclosure, conducting research and analysis, and consulting with internal stakeholders from a variety of disciplines across our global operations. This year, we enhanced our disclosure by increasing our global stakeholder engagement, quantifying the financial impacts of the climate risks and opportunities to which Mace is exposed and developing our risk management processes. We have identified short-term (0-2 years to 2027), medium-term (4-10 years to 2035) and long-term (11-30 years to 2055) climate-related risks and opportunities that could have a material financial impact on Mace in both low and high emission scenarios. We are mitigating the identified risks, which include potential declines in health and wellbeing, increased operating costs, damage to critical infrastructure and the potential for green skills gaps. We are also seeking to maximise the transition opportunities, which include increased revenue linked to the global green economy, enhanced reputation as a climate leader and increased resource efficiency. The mitigation and opportunity areas identified in workshops will be incorporated into future strategic and financial plans.

This report covers the four key TCFD pillars: Governance, Strategy, Risk Management, and Metrics and Targets. It highlights our progress in 2024 and the areas of focus. We have published our report in line with the TCFD Financial Stability Board's (FSB) recommendations. It forms part of our Non-Financial and Sustainability Information Statement, as required by The Companies (strategic report) (Climate-related Financial Disclosure) Regulations 2022.

STATEMENT OF EXTENT OF CONSISTENCY WITH THE TCFD FRAMEWORK

TCFD recommended disclosures		Our response	Disclosure location	Focus areas for 2025 onwards
GOVERNANCE				
Disclose the company's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities	In 2024, the Mace Executive Board (MEB) oversaw the Company's work to understand and respond to the climate-related risks and opportunities to which Mace is exposed. The MEB received information from other boards and committees. The MEB considered these risks and opportunities when setting Mace's business strategy and ensures they are managed appropriately e.g. with financial investment.	Page 81	Continue to improve the quality of information provided to the Board and management on climate-related risks and opportunities, to support effective decision-making.
	b) Describe management's role in assessing and managing climate-related risks and opportunities	Climate-related risks and opportunities are assessed through committees, including the Risk and Audit Committee, and the Safety and Responsible Business Committee. These committees review the status of risks and opportunities regularly and support the development of climate-related business targets. They play a key role in planning mitigations to reduce risk and implementing measures to maximise opportunities and inform Company strategy.	Page 81	
STRATEGY				
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	A risk assessment identified the chronic and acute climate-related hazards that could impact Mace, including heat stress, extreme precipitation and sea level rise. We also identified and prioritised transition risks and opportunities that could impact Mace in the short, medium and long term. These are described in detail within the report.	Pages 81-82	Continue to improve our identification and understanding of climate-related risks and opportunities for Mace by developing our understanding of them across each of our operational regions, under different future climate scenarios, in the short, medium and long term. Improve our processes and tools for quantifying the impacts of climate-related risks and opportunities to inform Mace's financial planning. Review our business strategy to ensure that we can: remain resilient to climate-related risks; develop solutions to mitigate risk; identify and capitalise on opportunities; and consider the potential future impact in different emission scenarios.
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	The risks, opportunities and associated impacts of climate change inform Mace's business strategy. Potential impacts include capital damage, heightened operational costs, new practices, investor preferences and extreme weather events. We have analysed the financial impact of climate change on the business and adopted appropriate measures to mitigate risks and capitalise on opportunities.	Pages 83-85	
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	We have analysed the potential climate-related impacts on the business and its strategy, in low and high emission climate change scenarios. We conclude that by adopting appropriate mitigation measures, we will remain resilient to the future impacts of climate-related physical and transition risks.	Pages 83-85	

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TCFD recommended disclosures		Our response	Disclosure location	Focus areas for 2025 onwards
RISK MANAGEMENT				
Disclose how the organisation identifies, assesses and manages climate-related risks.	a) Describe the organisation's processes for identifying and assessing climate-related risks	Mace reports on the risks to which the business is exposed to the Audit and Risk Committee and the MEB. Mace operates an Enterprise Risk Management Framework, recording risk data in a digital risk management system called riskHive. We are currently developing dedicated climate-related riskHive categories to improve our ability to identify and assess our climate-related risks.	Page 86	Improve Mace's process for identifying, assessing and managing climate-related risks and further integrating them into Mace's Enterprise Risk Management Framework.
	b) Describe the organisation's processes for managing climate-related risks	Mace has developed a detailed climate-related risk and opportunity management process, which includes sector-specific analysis. This is updated annually as part of the business planning process to enable Mace to manage climate-related risks effectively.	Page 86	
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	We identify, review and update the information on our climate-related risks and opportunities in quarterly Audit and Risk Committee meetings. The most significant risks are disclosed in this Annual Report in accordance with TCFD guidelines.	Page 86	
METRICS & TARGETS				
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Mace reviews performance data regularly, including the data required to allow us to monitor our exposure to and management of climate-related risk. This includes measuring our performance against our corporate commitments, including the Renewable Energy 100 and Energy Productivity 100 campaigns. We measure the carbon we save our clients in line with our Steps Without Footprints strategy, through which we are aiming to save our clients 10 million tonnes of carbon by 2026.	Pages 86-87	We review a wide range of metrics, including those relating to climate-related risks. Future metrics may include measuring biodiversity and circularity in material use and monitoring our supply chain's climate-related risks.
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Mace has publicly reported its Scope 1, 2 and 3 Greenhouse Gas (GHG) emissions since 2016, in line with the GHG Protocol and with ISO14064. This enables us to measure the risk associated with decarbonising our business. Related risks are outlined in the metrics and targets section.	Page 87	
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Mace has set ambitious targets to reduce our climate-related risks to enable the business to capitalise on climate-related opportunities.	Pages 88-89	

GOVERNANCE

Effective and transparent governance safeguards Mace and helps it grow sustainably. This includes taking appropriate account of climate-related risks in our planning.

In 2024, Mace introduced a new governance framework. This updated framework enhances the MEB's role in reviewing the strategic and operational outputs from Board Committees and Engine Boards and provides formal opportunities to discuss climate-related issues. Climate-related risk was reported to the MEB through the Audit & Risk Committee and the Safety & Responsible Business Committee. We also developed our Enterprise Risk Management system to encourage consideration of climate-related risks.

In response to the 2024 TCFD disclosure requirements, we conducted an assessment of the physical and transitional climate-related risks across our global business. This fed into the Audit and Risk Committee and was shared with leaders across the Group. The Safety & Responsible Business Committee provides summaries of relevant horizon scanning reports and knowledge-sharing articles to all levels of management. In addition, relevant leaders within the business have delivered climate-related briefings to all levels of staff to increase awareness of climate-related risks and opportunities.

For our second TCFD report, the Engine Boards for Construct and Consult assessed climate-related risks and opportunities. Every business unit considers climate-related risks and opportunities in their business plans.

Mace supports a number of industry-leading campaigns aimed at tackling the climate emergency, such as SteelZero, ConcreteZero and CO_2nstructZero, and is focused on increasing circularity and favouring retrofit over new build.

STRATEGY

Risks and opportunities

Our scenarios. We undertook scenario analysis to help assess the climate-related risks, associated impacts and opportunities that Mace could be exposed to in the future. We developed low and high emissions scenarios to inform our analysis of the potential impacts of climate-related risks. Our scenarios were informed by the Intergovernmental Panel on Climate Change (IPCC), Shared Socio-economic Pathways (SSPs) and Representative Concentration Pathways (RCPs)[1]. Given the associated uncertainties with assessing and planning for climate-related risks, our scenarios are not intended to predict the future, but to describe possible futures to inform the development of our plans. Our scenarios and the assumptions on which they are based are summarised in the table below.

Physical risks – our approach. To inform our understanding of the physical risks that currently, and could in the future, affect our offices and construction sites, we undertook physical climate change risk assessments across all Mace operational regions for each scenario. Our operational regions were informed by the IPCC WGI reference regions[2] for the purposes of this risk assessment. We identified physical climate-related risks associated with the environments in which our business operations occur. Our physical risk assessment methodology was informed by UKGBC guidance. We evaluated the risks associated with acute[3] and chronic[4] physical climate-related hazards. We considered existing mitigation measures within our risk assessment, such as existing efforts to strengthen resilience to each climate-related hazard. Where applicable, we also considered future mitigation measures to the potential impacts associated with each climate-related hazard. Our risk assessment was supported by stakeholder interviews and a survey shared with representatives from each operational region at Mace.

A description of each physical hazard and the associated regions at risk is contained in table 2. Each scenario is considered in the short, medium and long term. We have identified the regions and risks that we have assessed as being probable or inevitable under certain circumstances, with the impact likely to cause damage and business interruptions to Mace. This disclosure doesn't capture the regions exposed to hazards assessed as having a reduced risk, although this forms part of Mace's wider risk analysis work.

Transition risks and opportunities – our approach. To understand which transition risks and opportunities were most significant to Mace's operations, we engaged internal stakeholders across our global hubs to identify the types of risk and opportunity for which we must prepare and their potential impacts. We developed a shortlist of risks and opportunities across both short and medium timeframes and modelled their financial impacts.

Next steps. To mitigate the identified physical risks in table 3 and transition risks in table 4, Mace must respond to dynamic changes, as the world works towards a more sustainable future. We must ensure that our business model remains resilient and aligned with emerging global sustainability standards and expectations, and maximise the opportunities identified in table 5, by continuing to grow and to differentiate Mace in the market through our expertise in sustainable technologies and climate resilience, maintaining our position as a global leader in sustainable construction.

Table 1. Climate change scenarios adopted

Climate change scenarios	
Low emissions	**High emissions**
This scenario is based on the SSP1-2.6 scenario. Global warming is limited to 2°C and CO_2 emissions cut to net zero by around 2070. Relative to other scenarios, the physical impacts of climate change are lower, with global systems and society having a high adaptive capacity. Through ambitious climate policy, environmentally friendly technology and financial incentives for decarbonisation, steps are made towards the Paris Agreement targets. There are behavioural shifts in lifestyle towards more sustainable practices including conservation of resources.	This scenario is based on the SSP5-8.5 scenario. Global warming of 4°C and CO_2 emissions doubled by 2050. Relative to other scenarios the physical impacts of climate change are higher, with global systems and society having a low adaptive capacity. Little progress has been made towards net zero targets, economic growth is driven by intensive use of fossil fuels and high consumption of resources.

1 SSP-based scenarios are referred to as SSPx-y, where 'SSPx' refers to the Shared Socio-economic Pathway describing the socio-economic trends underlying the scenarios, and 'y' refers to the level of radiative forcing (in watts per square metre, or W m-2) resulting from the scenario in the year 2100.
2 Sixth Assessment Report (AR6) WGI reference set of land and ocean regions, consisting of 46 land regions and 15 ocean regions, including 3 hybrid regions that are both land and ocean regions.
3 Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, or floods.
4 Chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves.

Climate-related physical risks to Mace

Table 2. Climate-related physical risks to Mace

Our approach – identifying physical hazards in scenarios across regions				
		Mace regions at risk		
Hazard	**Scenario**	**Short**	**Medium**	**Long**
Heat stress Temperatures and periods of prolonged hot days are increasing. This is exacerbated by the urban heat island effect in cities, resulting in increased risk of heat stress in some Mace operating locations. There are longer-term risks associated with drought, reduced agricultural production and biodiversity loss.	LES	Middle East	Middle East	Europe, Middle East, South America
	HES	Europe, Middle East	Europe, Middle East	Australia, Europe, India, Middle East, North America, South America
Extreme precipitation As temperatures rise, extreme precipitation events including flash rainstorms and monsoons are increasing in frequency and intensity. Indirect risks relate to flash flooding. Longer-term risks include water contamination, reduced agricultural production and biodiversity loss.	LES	India, South Asia	India, South Asia	India, South Asia
	HES	India, South Asia	India, South Asia	Europe, India, South Asia, South America
Storms and wind events Rising sea temperatures are contributing to an increase in the frequency and strength of tropical storms, cyclones and hurricanes. Changes to atmospheric wind currents in the Northern Hemisphere, and rising temperatures are increasing the frequency and intensity of extreme precipitation events. Indirect risks include flash flooding.	LES	Europe, North America, South Asia	Europe, North America, South Asia	Europe, North America, South Asia
	HES	Europe, North America, South Asia	Europe, North America, South Asia	Australia, Europe, India, South Asia, North America, South America
Water scarcity Temperatures and periods of prolonged hot days are increasing, which could result in drought. Increased flood risk and sea level rise could result in water contamination. Longer-term risks include drought, reduced agricultural production and biodiversity loss.	LES			Africa, South America
	HES			Africa, Europe, Middle East, North America, South America
Wildfire Increasingly dry conditions create a risk of wildfire, particularly in rural areas surrounding cities. Fire season is likely to last longer and be more intense. Indirect risks include heat stress and water scarcity.	LES			Europe
	HES			Australia, Europe, India, North America, South America
Fluvial and pluvial flood risk Climate change increases the frequency and intensity of extreme precipitation events, leading to potential increases in waterbody levels. Flood storage is likely to become overwhelmed by snowmelt caused by temperature increases. Societal influences, such as urbanisation, resulting in a loss of flood storage, will increase vulnerability. Longer-term risks include water contamination, reduced agricultural production and biodiversity loss.	LES	South Asia	South Asia	Africa, South Asia, South America
	HES	South Asia	South Asia	Africa, Europe, India, South America, South Asia
Sea level rise Rising sea levels may result in flooding in our operational locations. Societal influences such as urban expansion to floodplains is contributing to increased vulnerability.	LES			
	HES			Africa, Middle East

*LES – Low Emission Scenario, HES – High Emission Scenario

The impact of climate-related risks and opportunities on Mace's business, strategy and financial planning
Mace has considered how the Group's vulnerability to physical climate-related hazards translates into financial risk. For the purposes of this report, our financial analysis of the impact of physical risks has been qualitative, with a focus on our people, our business operations, and on indirect effects on the communities in which we work. The financial risks associated with the materials and processes used in our Construct activities are less direct as they are linked to our supply chain. We have excluded the financial impact of these risks on our clients from our analysis.

When reviewing transitional risks and transitional and physical opportunities, Mace used financial analysis to estimate the potential value of the impacts or opportunities. This built on our internal stakeholders' expertise and experience of how the identified risks and opportunities have affected Mace and the wider construction industry already.

The financial quantification has helped us to prioritise the top risks, opportunities and mitigation activities, and will inform our strategic and financial planning in the future.

Contractual agreements provide some protection from operational risks and Mace will continue to strengthen these protections over time. However, there are, and will continue to be, operational costs, potential capital damage and risk to services. Mace owns very few property assets, with the potential financial impacts associated with our leased offices largely relating to operational disruption and content loss rather than physical damage or insurance premiums. Some of the financial impacts associated with climate-related risk detailed in the table on the following pages could manifest in several ways. An escalation of operating costs as a result of potential increases in utility prices could be significant. Shifting investor preferences may result in reduced demand for real estate assets, impacting the size and value of our addressable market.

Extreme weather events could disrupt our business operations in many ways, which is why the Group has invested in its resilience and business continuity framework.

Mace's strategy is resilient and takes into consideration different climate-related scenarios, including a 2 degree Celsius or lower scenario. As we expand globally, our focus remains on ensuring our operations remain climate resilient. Mitigation strategies to address each of the risks posed to Mace are described below. Our metrics and targets allow us to track our progress in creating a business that is more resilient to the consequences of climate change. Existing mitigation measures for key transition risks demonstrate the resilience of our current strategy.

Transitional and physical risks

Table 3. Climate-related physical risks to Mace

Impact	Impact description	Mitigation	Timeframe
Decline in health and wellbeing	Impacts on our people's wellbeing, health and safety including illness, injury and loss of life.	We are working to understand the risks climate change poses to our offices and sites in greater detail and are planning a climate change risk assessment for each office and site. These risk assessments will enable us to identify appropriate mitigations for the potential impacts of climate change.	Short – long term
Increased operating costs	Impact on business operations including reduced revenue, increased operating and building operation costs (e.g., heating, ventilation and air conditioning insurance, repair and relocation).		Short – medium term
Project and programme delays	Project and programme delays resulting from disruptions to site operations, transport and logistics.	Mace will embed in its Enterprise Risk Management Framework, the risks to our people and business operations, and the indirect effects of climate change on the communities in which we work.	Short term
Damage to critical infrastructure	Disruption to utilities and infrastructure including IT, offices and transport could negatively affect Mace's operations.	Mace will identify long-term climate impacts in its business continuity plans.	Short term
Disruption to supply chains	The supply chain for our projects could be disrupted by extreme weather events.	For the operational regions where Mace has identified having a higher exposure to the risks of climate change, we will prepare emergency climate change plans, setting out the appropriate response should an extreme weather event occur.	Short – long term

Table 4. Climate-related transitional risks to Mace

TCFD category	Risk description	Assumptions and mitigations	Annual financial impact without existing mitigation
Market	**Green skills gap** With our clients' sustainability requirements changing, we need to ensure our service offer remains innovative and resilient to the impacts of climate change. Being unable to grow the required teams due to a green skills gap could impact our ability to win commissions. We must continue to invest in green skills training and recruitment to meet the growing demand for green services.	**Assumptions** The financial impact has been calculated by assessing Mace's existing headcount, and the proportion of individuals who possess green skills. Studies indicate that globally there is a 6% green skills gap. The calculation has been based on the proportion of Mace's growing team that will require training, and the cost of recruiting individuals who have a green specialism. **Mitigations** Mace has a global Responsible Business centre of excellence that can deliver a full scope sustainability and environmental delivery service. This is a growing team which offers regular training sessions to the wider business, upskilling the whole Mace workforce through Pursue a Sustainable World masterclasses, internal training programmes, and use of external industry training courses such as those provided by the UKGBC. By continuing to deliver on these commitments, we will reduce any green skills gaps that exist within our growing workforce. Green skills, including carbon fluency are included in our career framework, which helps define what is expected of Mace employees.	Short term: £££ Medium term: ££££
Technology	**Cost of adapting to new technology** Costs associated with adopting or transitioning to new, low-carbon technologies, or digitalisation, and ongoing costs such as maintenance, training and compliance with regulations.	**Assumptions** The financial impact has been calculated by quantifying the proportion of revenue investment in low-carbon technology per annum, and extrapolating out across the timeframes assessed. **Mitigations** At Mace, we undertake regular horizon-scanning exercises to understand new and emerging technologies and likely levels of investment. We are committed to investing 3.5% of revenue in research and development to support our supply chain in the adoption of new technology through initiatives such as our 'clean tech brochure' and our ban on diesel on our construction sites, which has been in place since 2023.	Short term: ££ Medium term: ££
Reputation	**Fewer commissions won and reduced talent acquisition** Mace will be expected to continue to provide robust and credible evidence to back up its sustainability claims and maintain its reputation. Failure to do so could result in fewer commissions being won and difficulties in recruiting and retaining talent.	**Assumptions** The financial impact has been calculated by assuming percentage loss to our revenue, year-on-year as a result of reputational damage. We have also assumed that this damage could result in employees leaving the business and in additional recruitment costs. **Mitigations** Through our 2026 Strategy and Pursue a Sustainable World priority, we aim to remain an industry leader in sustainability within the built environment. Our reporting is aligned to industry best practice and is audited independently. Climate risk is identified as a key decision factor in our Engine Playbook and the Tender Committee incorporates climate risk into its decision-making about new projects and clients.	Short term: £££ Medium term: ££££
Policy and Legal	**Legislative compliance** Mace could incur costs in meeting new, more stringent environmental legislation and regulations. Non-compliance would result in additional costs. This is not deemed to be a risk for Mace.	**Assumptions** Mace reviewed anticipated environmental policy changes and forecasted the potential cost of adapting to the more stringent requirements. **Mitigations** We undertake regular industry horizon scanning to ensure we are aware of current and emerging global legislation. Our project and programme risk management processes help ensure we are aware of any legislation that may impact our business. A cross-functional team ensures reporting is aligned to industry standards and is audited by a third party.	Short term: £ Medium term: £

Average Annual Financial Impact: £ = £0 – £250k ££ = £250k – £10m £££ = £10m – £200m ££££ = £200m – £500m £££££ = £500m +

Transitional and physical opportunities

Table 5. Climate-related transitional opportunities to Mace

TCFD category	Opportunity description	Assumptions and mitigations	Average annual revenue growth or cost saving opportunity
Market (Products and Services)	**Revenue linked to the global green economy** The growth of the global green economy and diversification away from oil and gas increases client demand for green services such as low-carbon products, resilience infrastructure, energy transition, decarbonisation, ESG advisory and retrofitting (amongst others). This is a significant opportunity for Mace.	**Assumptions** We have calculated the potential revenue growth opportunity by multiplying our projected year-on-year revenue figures with a factor that represents the rate at which the global green economy is forecast to grow. **Approach taken to realise opportunity** Mace will continue to upskill our staff and develop our low-carbon service offers. Our commitments to SteelZero and ConcreteZero mean we have a supply chain that offers low-carbon materials to clients. As a diversified business we have exposure to a number of global green economy activities and a range of service offers that respond to our clients' needs. Our governance and business planning arrangements ensure the business is aware of, and responds to, changing client needs.	Short term: £££ Medium term: ££££
Reputation	**Work-winning and talent acquisition resulting from enhanced reputation as a climate leader** Mace can demonstrate the effective steps it is taking to make the business more sustainable and delivers results for clients that want net zero services. Maintaining Mace's reputation as a climate leader will enhance our work-winning and talent acquisition performance.	**Assumptions** Strong ESG performance could increase our revenue growth. **Approach taken to realise opportunity** To realise the opportunity, Mace must ensure that Pursuing a Sustainable World remains a key business priority, leveraging ESG as a driver for innovation, which through transparent and active communication will open up new markets and revenue streams.	Short term: £££ Medium term: ££££
Resource Efficiency	**Reduction to operating costs** There is an opportunity to improve energy and water efficiency in our offices globally, reducing our carbon footprint and operating costs.	**Assumptions** The valuation calculation of this opportunity has been based on the cost savings that could be realised through investment in energy saving measures at our London headquarters. An in-depth study was undertaken by our Responsible Business team and its findings have been extrapolated out across a 10-year period. **Approach taken to realise cost savings** We will identity and invest in technologies that generate both carbon and operational cost savings in our offices.	Short term: £££ Medium term: ££££

Average Annual Opportunity: £ = £0 – £250k ££ = £250k – £10m £££ = £10m – £200m ££££ = £200m – £500m £££££ = £500m +

RISK MANAGEMENT

Mace's Enterprise Risk Management Framework (ERMF) guides the business' identification assessment, categorisation, prioritisation and response to existing and emerging threats to our business plan and strategic objectives.

Mace's processes for identifying and assessing climate-related risks. Mace's TCFD Working Group identified and assessed our primary physical and transition climate-related risks and opportunities. This work included an employee and office climate impact survey, and interviews with specialists from different geographies. The output from the survey and the interviews was analysed by our TCFD team, with continued engagement from representatives from around the globe that helped Mace develop a sector-specific understanding of climate-related risks. This work was reviewed by the Audit and Risk Committee.

In 2024, the MEB had overall responsibility for the ERMF. The MEB delegated authority to the Audit and Risk Committee, who reported to the MEB on the principal risks and associated control measures. A full description of the process and framework is contained in the risk management section of the Annual Report. Mace uses a digital riskHive system to structure and manage risk information, including information about sustainability and climate-related risks. Mace's Quality Management System 'Engage' includes sustainability criteria and considerations for our projects. We are in the process of developing specific climate-related risk categories in both riskHive and Engage, to enhance our ability to identify, assess and mitigate these risks.

Mace's processes for managing climate-related risks. Recognising climate change as a systemic issue, Mace established a TCFD working group in 2023 to review management practices, collect and update climate-related information and engage with representatives from across our global operations. In 2024, the working group integrated climate risk into the business planning process, developed the assessment processes for physical risks and improved the financial quantification to the top transition risks and opportunities. This work will continue in 2025.

Our engagement is specific to Mace's key business sectors, providing distinct views of the potential physical and transitional risks facing Consult, Construct and the Group globally under the low and high emission scenarios. A list of transition risks and opportunities was generated and classified according to their potential financial impact and the likelihood of occurrence. The working group analysed this information to identify the most significant elements, which are summarised in the Strategy section of this report and were reviewed by the MEB.

Climate-related risks and opportunities were considered by Mace's Audit and Risk Committee and reviewed by the MEB. Sustainability and climate change was identified as a principal risk in our Strategic Report. Our riskHive and Engage systems contain guidance on climate change considerations and we are developing this area with more focused climate-related categories and guidance. This will improve Mace's ability to manage risk and seize opportunities and will inform subsequent TCFD reports.

METRICS AND TARGETS

Mace use a range of metrics or KPIs to monitor its response to climate-related risks and opportunities (see table 6). In 2024, the Safety & Responsible Business Committee reported the KPIs to the MEB.

Most of these KPIs focus on how we operate and what we construct. Our 'Steps Without Footprints' strategy (2020) committed Mace to become a net zero business by 2040 across our Scope 1, 2 and 3 emissions. Mace's business priority to Pursue a Sustainable World aims to accelerate the built environment's response to the climate emergency and our KPIs reflect this. We report our Scope 1, 2 and 3 emissions and have committed to a 10% year-on-year reduction until we reach net zero.

Each business unit leader has a performance measure set against this target and performance against it affects their remuneration, increasing accountability for delivering low-carbon and sustainable solutions and fostering a commitment to innovation.

Through our 'Race to Zero' pledge, we have engaged our supply chain to help them develop their own net zero strategies. This initiative has driven further innovation and alignment with our overall strategy.

We understand that our clients are undergoing similar transitions and are seeking to respond to climate-related risks. Our Consult and Construct Engines both deliver carbon savings beyond our footprint and we have established a target to deliver 10 million tonnes of carbon savings for our clients.

Mace reports its Scope 1, Scope 2 and some Scope 3 emissions in accordance with the streamlined energy and carbon reporting (SECR) regulation, and in compliance with the Energy Savings Opportunities Scheme (ESOS). We align our business with PPN 06/21 and produce a Carbon Reduction Plan (CRP) reporting on our performance every year.

We have public commitments to the following:

THE CLIMATE PLEDGE	Reach net zero emissions by 2040 (10 years ahead of the Paris Agreement)
RACE TO ZERO	50% emissions reduction by 2030
CLIMATE GROUP STEELZERO	50% low emissions steel use by 2026 (100% by 2040)
CLIMATE GROUP CONCRETE ZERO	30% low emissions concrete use by 2025 (100% by 2050)
CLIMATE GROUP RE100	Procure 100% renewable electricity by 2030
CLIMATE GROUP EP100	Double energy productivity within 25 years
WORLD GREEN BUILDING COUNCIL ADVANCING NET ZERO	Halve emissions of sector by 2030 and total decarbonisation of sector by 2050

Table 6. Climate-related risk and opportunity metrics

		Calendar year (carbon reported in tCO_2e)			
GHG category	**Metric**	**2022**	**2023**	**2024**	**Targets**
Scope 1	Scope 1	3,259	2,201	1,577	10% year-on-year reduction from 2020 data, net zero By 2040
Scope 2	Scope 2 (market-based)	563	858	970	
	Scope 2 (location-based)	5,388	4,417	5,493	
Scope 3	Scope 3 total	7,608	7,699	18,358	
	Waste to landfill	*2*	*2*	*1*	
	T&D losses	*472*	*317*	*416*	
	Water consumption	*33*	*17*	*28*	
	Business travel	*4,718*	*5,070*	*5,047*	
	Embodied carbon	*NA*	*NA*	*10,606*	
	Working from home	*2,384*	*2,294*	*2,259*	
Total	Total Scope 1, 2 & 3 emissions	11,430	10,759	20,906	
Percentage reduction in Scope 1, 2 & 3 emissions from previous year		7% reduction	5.9% reduction	94.3% increase*	

* Includes embodied and operational GHG emissions from a development project. Without this completed project we reduced our corporate carbon footprint by 4.3% from the previous year.

Table 7. Metrics supporting our climate-related risks and opportunities

PURSUE A SUSTAINABLE WORLD GOALS

Metric	Target	Risk/Opportunity	FY 2022 Performance	FY 2023 Performance	FY 2024 Performance	Future actions
Scope 1, 2 and 3 Greenhouse Gas emissions. See the previous table for a breakdown of emissions by scope	10% annual carbon reduction (tCO_2e) PASW 2020 baseline 10% annual carbon reduction (tCO_2e)	**Risk** Reduce long-term Chronic and Acute weather events by reducing the impacts of climate change. Reduce the risk of future climate-related policy and legislation by aligning to Net Zero Now. **Opportunities:** Reduced operating costs Enhanced reputation as a climate leader	11,430 (tCO_2e) (-11.6% reduction from previous year)	10,758 (tCO_2e) (-7.00% reduction from previous year)	20,906 (tCO_2e) (94.3% increase from 2023)	We have published our circular economy in the built environment vision and will work with our supply chain to embed these principles and to reduce cost and carbon. Mace has seen significant Company growth which has in part meant we have not met our carbon reduction target. We have decided to keep the current target and have committed to setting a Science Based Target with the SBTi and are in the process of setting our baseline and reduction pathway. It is likely that alongside an absolute reduction target, we will also report an intensity target when this carbon pathway comes into place. This will enable us to better present our carbon performance in line with global growth.
10m tonnes pipeline client carbon saving (tCO_2e)	Save our clients 10m tonnes of carbon with projects delivered by 2026	**Risk** Reduce long-term Chronic and Acute weather events by reducing the impacts of climate change. **Opportunities:** Reduced operating costs Enhanced reputation as a climate leader Increased customer demand for low-carbon products and services	979,753 (tCO_2e)	1,769,242 (tCO_2e)	1,697,891 (tCO_2e) (2024) 3,467,133 (tCO_2e) (Total pipeline)	Further refinements are being made to how we record this data and how we can improve accuracy across the business. Improving carbon fluency across the business and clients through training.
RE100 – Renewable Energy procured (%) by 2030	100% of Renewable Energy procured on Mace projects and sites	**Risk** Reduce long-term Chronic and Acute weather events by reducing the impacts of climate change. **Opportunities:** Reduced operating costs Enhanced reputation as a climate leader	85.00%	89.00%	90.00%	We are ensuring the small % of sites that do not use renewable energy have a scheduled programme for transition in place. Within expanding international teams, we will be supporting emerging or restricted energy markets where Mace operates with the energy transition.
Hectares of habitat created	500 ha of new biodiverse space	**Risks:** Reduce long-term Chronic and Acute weather events by reducing the impacts of climate change.	54.3 ha	166.6 ha	166.6 ha	We continue to deliver new biodiverse space with our NGO partners. We also manage the delivery of biodiversity net gain for our clients' capital programmes and advise on the benefits of nature-based solutions.

PURSUE A SUSTAINABLE WORLD GOALS

Metric	Target	Risk/Opportunity	FY 2022 Performance	FY 2023 Performance	FY 2024 Performance	Future actions
EP100 – Double energy efficiency	Double energy productivity on construction sites by 2048	**Opportunities:** Reduced operating costs Enhanced reputation as a climate leader Adoption of new technology	1.60 GJ/m[2] (benchmark year)	0.31 GJ/m[2] (benchmark year)	0.45 GJ/m[2]	Our strategy to increase the use of off-site manufacturing and preassembly, or Construction to Production (C2P), will result in more efficient construction programmes, achieving faster build times with less onsite labour. This will reduce energy consumption on site and generate less waste. We are utilising telematics on some site machinery to monitor how efficiently it is being used and are encouraging our supply chain to adopt this approach. We have enforced a ban on diesel generators unless there are extenuating circumstances. Where there is no alternative to a generator, we push for the use of fly wheel technology to cover power demand surges, reducing demands on the generator.
Reduce construction waste by 24% by 2026	24% reduction from a 2020 baseline	**Risks:** Demand for sustainable construction Service offer adaptability and resilience **Opportunities:** Enhanced reputation as a climate leader Adoption of new technology Increased customer demand for low-carbon products and services	-9.50%	10.00%	-32.84%	We are promoting circularity. Our projects recently ran several events on material reuse. We are promoting and providing guidance on the use of material passports. We are looking to explore further metrics to monitor material circularity within Mace. We published our Closing the Circle Insight report.
Diesel free sites	All sites diesel free by 2030	**Risks:** Cost of adapting to new technology Demand for sustainable construction **Opportunities:** Adoption of new technology Increase customer demand for low-carbon products and services	-73.00%	-69.00%	-82.20%	Construction has a history of relying on diesel. We advocate the use of HVO where appropriate and are working to identify new technologies to replace fossil fuels. Mace has released a Low Carbon Technology brochure to support clients and drive the implementation of sustainable solutions on projects.
Invest in innovation	Spend 3.5% of revenue on R&D development	**Risks:** Cost of adapting to new technology Service offer adaptability and resilience **Opportunities:** Increased customer demand for low-carbon products and services Enhanced reputation as a climate leader Adoption of new technology	2.98%	2.90%	2.6%	We will continue to invest in research and development to drive the innovation needed to mitigate climate-related risks and realise climate-related opportunities.

GOVERNANCE REPORT

The Discovery Center – AstraZeneca

NEW GOVERNANCE

Mark Reynolds
Group Executive Chairman

Mace is a successful, global private company that has grown consistently since its inception.

Over the last 34 years Mace has built a reputation and track record for delivering projects faster, safer and better than ever before.

Today, Mace operates across Europe, the Americas, Middle East and Africa, and Asia Pacific, has a turnover of £2.79bn and a global headcount of over 8,000.

In 2024, in recognition of the scale of the business and our ambitious growth plans, Mace began to transition towards a more robust governance framework.

We replaced our strategic and operational steering committees with four Board Committees and announced significant changes to our Board composition.

From January 2025, Mace has aligned the principles of the UK Corporate Governance Code. Jason Millett has taken up the position of Group Chief Executive. I have moved into the role of Group Executive Chairman. We have established a new Group Board, the members of which include six non-executive directors. The Mace Executive Board has been reconstituted as our Group Executive Committee.

Appointments

Our non-executive directors are some of the most respected, skilled and successful people in our industry and beyond. We wanted to bolster our governance with the best advisors we could find, to strike a balance between people who had inspired and challenged us over the years, and those with a fresh external viewpoint.

Dame Alison Nimmo and John Holland-Kaye had worked closely with us over many years: Dame Alison at the London 2012 Olympics and John as a long-standing key client and partner in our often-groundbreaking approach to projects at Heathrow.

We also sought diverse perspectives to help challenge our thinking and foster innovation. John Coghlan, Chair of Hafren Dyfrdwy (part of Severn Trent Plc Group) and Senior Independent Director of Landmark, and Eric Hageman, CFO of Telia, bring

"On behalf of the Group Board, Group Executive Committee and Engine Leadership teams, I would like to thank all our colleagues for their continued hard work and dedication throughout the year."

expertise in audit and risk, capital markets, mergers and acquisitions, and strategy development. Nina Bjornstad brings 20 years of deep experience working for pioneering technology companies and significant experience in digital transformation, strategy and technology development. Sylvia Metayer, former Chief Growth Officer at Sodexo, brings an incredibly broad understanding of international markets, organisational performance and corporate sustainability.

Together, our non-executive directors bring an exceptional range of experiences and expertise to help shape Mace's future growth, success and impact.

On behalf of the Group Board, Group Executive Committee and Engine Leadership teams, I would like to thank all our colleagues for their continued hard work and dedication throughout the year. It is ultimately they who have achieved our solid financial results and global growth.

Mark Reynolds
Group Executive Chairman
23 May 2025

MACE GROUP BOARD

Mark Reynolds
Group Executive Chairman
Board appointment: August 2001

In December 2024, Mark stepped down as Mace Group's Chief Executive, a role he had held since 2013, maintaining the role of Executive Chairman which he has held since January 2022.

Mark has consistently championed change within the industry, driving innovation to improve service excellence while ensuring Mace continues to be a more productive, efficient and responsible company.

Mark gained his early experience in the commercial and aviation sectors and was the Deputy Programme Director for the London 2012 Olympic and Paralympic Games. He was instrumental in establishing the Mace early contracting offer, and led and established the Utilities, Nuclear and Infrastructure businesses and Delivery Partner offer.

Mark has advised government departments and supported the UK Government on several advisory boards. He was appointed in June 2022 as Co-Chair of the Construction Leadership Council, alongside the UK's Minister for Construction, to help lead the next steps of our industry's transformation, and in March 2025 was announced as the Co-Chair of the new Construction Skills Mission Board to set up and oversee the UK Government's construction skills plan. Mark is also a Board Director for BusinessLDN and the Northern Powerhouse Partnership.

Jason Millett
Group Chief Executive
Board appointment: January 2013

In January 2025, Jason was appointed CEO for Mace Group, following twelve months as Group Deputy CEO and prior to that was CEO of Consult. He is currently overseeing Consult's growth, transformation of the Construction business and the Group's strategy, focus and performance. He brings over 35 years of construction industry experience across contracting, private financing, programme management and consultancy.

Jason led the inception of Mace's major programmes and infrastructure offering and he took the business through a significant step-change; Consult's growth from a property and infrastructure consultancy to a global programme delivery consultancy across four global hubs. His contribution has been instrumental to several works of national and global importance, including Dubai Expo 2020, growth in the UK Defence market and Lima 2019 Pan American Games.

Jason has held roles on the Department of International Trade's Advisory Group for Investment and more recently the Global Britain Commission. He is a Fellow of the Chartered Institute of Building, the Royal Institute of Chartered Surveyors and the Association of Project Management.

David Allen
Group Chief Financial Officer
Board appointment: January 2023

David Allen is Mace's Chief Financial Officer and is responsible for shaping and delivering the Group's financial strategy.

David has more than 20 years' experience in the built environment. Before joining Mace, he spent almost seven years at Wates Group, the majority as Chief Executive. Before this, he was Crossrail's Finance Director and Finance Director of Laing O'Rourke's European construction business. Before entering the construction industry, David worked for Accenture, HSBC Investment Bank and Arthur Andersen.

David is a Fellow of the Institute of Chartered Accountants in England and Wales and of the Institution of Civil Engineers. He is a Member of the Institute of Directors.

Dame Alison Nimmo DBE
Senior Independent Director
Board appointment: January 2025

As Chair of the Mace Advisory Board since 2022, Alison joined the Mace Group Board when it was established in January 2025 and serves as Mace's Senior Independent Director. She also chairs the Safety & Responsible Business Committee and is a member of RemCo and NomCo.

With over 35 years' experience in the real estate sector, Alison currently sits on the boards of Cadogan and Thomas White Oxford. She's a commissioner of the Royal Commission for the Exhibition of 1851 and a member of Imperial College London's Property Committee.

Prior to her role as Chief Executive of The Crown Estate, Alison led the design and delivery of the London 2012 Olympic and Paralympic Games venues as Director of Regeneration and Design at the Olympic Delivery Authority. Leading on sustainability and legacy, she worked closely with Mace throughout the project.

Alison's early career focused on leading major city centre regeneration projects in Manchester and Sheffield. Previous public company board roles have included Berkeley Group Plc and St Modwen Properties, and she was the lead Non-Executive in DLUHC.

John Holland-Kaye
Non-Executive Director
Board appointment: January 2025

As CEO of Heathrow Airport from 2014 to 2023, John played an instrumental part in transforming it into one of the world's leading airports. Joining Heathrow Airport in 2009 as Commercial Director and then Development Director responsible for delivering the £1bn annual capital programme, John was a key client for Mace for over a decade. He stepped into the role as one of Mace's non-executive directors in January, bringing with him his extensive expertise in leading major infrastructure projects. He is also Chair of Sizewell C.

John was previously Divisional CEO with Taylor Wimpey Plc, Managing Director National Sales for Bass Brewers and worked as a strategy consultant with LEK Consulting. John was educated at INSEAD, Cambridge University and is an honorary FRICS.

John is Chair of the Governors at Bedford School and a member of DEFRA's Council for Sustainable Business. He was previously a Non-Executive Director at Thames Water and Thames Tideway, and was a member of the Advisory Council of HM The King's Sustainable Markets Initiative, the Jet Zero Council and a commissioner with the Energy Transitions Commission.

John Coghlan
Non-Executive Director
Board appointment: January 2025

John is the Senior Independent Director of Landmark, which was until recently a subsidiary of OCS Group. In December 2023, after more than nine years, he stepped down from the Board of FTSE 100 Severn Trent, where he chaired both the Audit and Risk, and Treasury Committees. He continues to chair the board of Hafren Dyfrdwy, its Welsh subsidiary.

John has previously been a Non-Executive Director and Audit and Risk Chair of OCS Group, the family-owned facilities management group and Associated British Ports, the UK's largest ports group, as well as other publicly and privately owned businesses.

He recently stood down as Group Vice Chair and Chair of Audit and Risk at Clarion Housing Group, one of the UK's largest housing associations. In his executive career he was the CFO and Deputy Chief Executive of the FTSE 100 logistics group, Exel.

Nina Bjornstad
Non-Executive Director
Board appointment: January 2025

Nina currently holds several board and advisory positions in publicly listed and private companies across diverse business sectors that include technology, sustainable global construction, property tech (IoT) and telecommunications. Nina is also a regular guest lecturer on the use of technology to transform business, with a special passion for technology's role in employee engagement.

Previously, Nina was the Managing Partner of a private venture capital fund, investing in and supporting seed and early-stage technology companies in Europe and the US, in executive, board and advisory roles.

Nina has over 20 years of cumulative experience working for Dell, Amazon, Microsoft and Google, notable pioneers in leading-edge technology and evolving business models. Her career started in the US with Dell and Amazon, where she had a front row seat for the growth of the dot com wave, building internet businesses, designing for rapid technical expansion and providing disruptive market entry. Following Amazon, Nina spent 10 years at Microsoft in a variety of roles, from finance to corporate strategy, M&A, and product management in the US, UK and Scandinavia. She joined Google in 2014 as Country Manager for Google Cloud for UK and Ireland, where she led digital transformation in companies of all sizes.

Eric Hageman
Non-Executive Director
Board appointment: January 2025

Eric is a Dutch economist with an MBA from London Business School. Currently Group Chief Financial Officer at Telia Company AB, the leading Nordic and Baltic telecommunications group, he has extensive general and operational management, capital markets, mergers and acquisitions, and strategy experience.

He is a regular advisor to private equity firms and institutional investors on their portfolio investments, and sits on the advisory board of various companies in which he is an investor.

Prior to this, Eric was Group CFO of William Hill Ltd, where he was responsible for the successful sale to 888 Plc. He previously held the same role at a number of other leading listed companies including IWG Plc in Switzerland, TeleCity Group Plc in the UK and Royal KPN NV in the Netherlands. Eric started his career in London, working in M&A and corporate finance at Deutsche Bank and ABN Amro.

Sylvia Metayer
Non-Executive Director
Board appointment: January 2025

Sylvia Metayer is an experienced non-executive director and committee chair who currently sits on the boards of companies, including Groupe des Aéroports de Paris and Page Group.

Having previously held roles at Mattel, Danone and Arthur Andersen, Sylvia brings her deep understanding of international markets, organisational performance and corporate sustainability to the new Mace Group Board.

Sylvia's most recent executive role was Chief Growth Officer at Sodexo, the global leader in food and facilities management. Before that she served as CEO of Sodexo's Worldwide Corporate Services, where she led their largest business unit employing more than 120,000 people in 60 countries.

Throughout her career, Sylvia has been passionate about transformation, people development, and creating inclusive and multi-cultural environments.

GROUP EXECUTIVE COMMITTEE

EFFECTIVE FROM 1 JANUARY 2025

Jason Millett
Group Chief Executive

See page 94

David Allen
Group Chief Financial Officer

See page 94

Davendra Dabasia
CEO for Consult

As CEO for Consult, Davendra is responsible for driving the Engine's performance, alongside building global delivery capability and best practice across our markets and geographies.

Davendra joined Mace in 2007. In 2023 he was appointed as COO of Consult and in January 2024 he was announced as the next CEO of Mace Consult. Over the last 18 years, he has led teams responsible for delivering major programmes such as the London 2012 Olympics and Lima 2019 Games, transformational rail schemes including GO Expansion in Canada, Hudson Tunnel in USA and MTR in Hong Kong, resilience initiatives, such as Peru's Reconstruction Programme, or industry-leading pharmaceutical facilities, providing service excellence for his clients and leaving a long-term legacy for communities is what matters most to him.

It's this blend of technical skills, depth of experience and commitment to making a positive impact that positions Davendra as valued JV board member, advisor to governments and authority on the delivery partner model.

Stephen Jeffery
COO for Construct and Group CTO

Stephen has been Group Chief Technical Officer since 2019, and in July 2024 was additionally appointed as Chief Operations Officer for Construct. He is responsible for operations and driving the business plan for the Engine. He also ensures that the Group delivers industry-leading technical capabilities across all of our projects and programmes.

Beginning his Mace journey in 1996, Stephen was responsible for setting up our internal MEP contracting business, Mace MEP. Our Group Technical Services team was established in 2017 and now includes service excellence; health, safety and wellbeing; compliance and audit; and internal management systems.

Alongside his role, Stephen oversees our specialist services internal divisions, and the Mace Business School, and is the GEC sponsor for health, safety and wellbeing.

Mandy Willis
Group Director for Corporate Strategy

In Mandy's role as Director for Corporate Strategy, she leads on governance and corporate restructuring activities that are critical to delivering the Mace strategy.

Mandy officially joined Mace in 2014 after supporting the Board as an external advisor on tax, shareholder and commercial matters for 14 years. Experienced in shareholder matters, corporate structuring, funding and high-level reward and incentivisation, Mandy was appointed in January 2017 to the Board as the Director for Corporate Strategy.

In 2024, Mandy was a member of the Development and Innovation Boards, steering the agenda for capital structuring and research and development, before they became the new Investment Committee, which Mandy is now a member of. Mandy also acts as Executive Sponsor for legal and tax.

Amanda Baldwin
Chief People Officer

As Mace's Chief People Officer, Amanda provides both leadership and direction across our HR teams, not only enabling and influencing the business to achieve ambitious goals but also supporting our people to embrace the challenges of the industry, empowering them to unlock their potential.

Amanda joined Mace in July 2021 from global law firm, DLA Piper where, as the international HR leader, she worked with their executive board to shape their organisation and people strategy. She also led the transformation of the firm's HR operating model to better support international business growth across 40 countries.

Amanda has 30 years of industry and global expertise, gained from a variety of FTSE-listed and professional services organisations and has served as a Non-Executive Board Member for several public sector organisations, including Invicta Law Ltd and Commercial Services Group.

Lee Penlington
Group Commercial Director

Since 2010, Lee has held overall commercial responsibility for Mace's construction and consultancy businesses.

Lee joined the business in 1999 with a remit to help develop a 'fixed price' offer within the business, and as such was a founding director of Como – the original name of Mace's fitout business.

Lee has been involved in the delivery of a number of high-profile projects, and has helped fixed price revenues to grow to in excess of £2bn.

Lee's motivation is to find solutions to complex commercial challenges, whether they are related to procurement, contract negotiations or budget management. During his 25 years at Mace, Lee has helped develop best practice across the Group commercially.

Lee is GEC sponsor for the Group Procurement & Supply Chain Management teams.

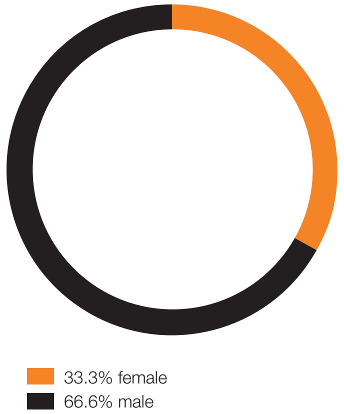
Michelle Barkess
Chief Information Officer

As Chief Information Officer, Michelle leads Mace's digital strategy, ensuring that innovation remains top of the agenda.

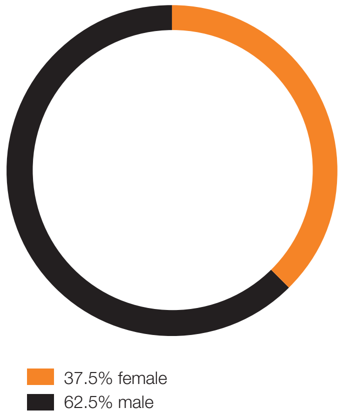
Prior to joining Mace in 2018, Michelle spent more than 20 years leading digital transformation for major retailers. Over the last six years Michelle has developed Mace's digital infrastructure to enable the business to operate globally with agility, effective governance and security. Under Michelle's leadership, her team has implemented a global ERP system, taking a cloud first approach to digital solutions, that is enabling Mace to leverage generative AI and utilise technologies that provide Mace people with enhanced career opportunities.

In 2024, Michelle led the development of Mace's digitalisation strategy which will transform how Mace delivers the built environment by creating a fully-connected, digitally-led proposition.

Board gender diversity



Executive Committee gender diversity



CORPORATE GOVERNANCE STATEMENT

Mace Group, as subject to The Companies (Miscellaneous Reporting) Regulations 2018, has adopted the Wates Corporate Governance Principles for Large Private Companies (the 'Principles') when making disclosure about its corporate governance arrangements for the year ended 31 December 2024. The Board is proud of how the Wates Principles were applied throughout 2024.

From 1 January 2025, the Board has adopted the UK Corporate Governance Code and, in future periods, will report against its compliance with this.

The governance arrangements described in this report reflect the arrangements that were operated during 2024. Where appropriate, we also outline the changes that have been implemented from 1 January 2025.

Key changes adopted from the beginning of 2025 include changes in Board composition, committee structure and the splitting of the Chair and Chief Executive role into two positions, with Mark Reynolds becoming Executive Chair and Jason Millett being appointed as Group Chief Executive.

Board members in 2024	Board members in 2025
Mark Reynolds – Group Chairman and Chief Executive	Mark Reynolds – Group Executive Chairman
Jason Millett –Group Deputy Chief Executive and CEO of Consult	Jason Millett – Group Chief Executive
David Allen – Group Chief Financial Officer	David Allen – Group Chief Financial Officer
Mandy Willis – Director of Strategy (resigned 31 December 2024)	Dame Alison Nimmo DBE – Senior Independent Director
Stephen Jeffery – Chief Technical Officer (resigned 31 December 2024)	Nina Bjornstad – Non-Executive Director
Stephen Pycroft – Director (resigned 1 August 2024)	John Coghlan – Non-Executive Director
Jonathan Mark Holmes – Director (resigned 1 August 2024)	Eric Hageman – Non-Executive Director
Gareth Lewis – CEO of Construct (resigned 31 July 2024)	John Holland-Kaye – Non-Executive Director
Lee Penlington – Commercial Director (resigned 31 March 2025)	Sylvia Metayer – Non-Executive Director

OUR 2024 GOVERNANCE FRAMEWORK

Mace Executive Board (MEB)
Overseen by the Group Chair and Chief Executive. Sets and implements Mace's strategies and leads and oversees its business operations. It meets regularly to consider matters affecting the Group, including strategy, risk, budgets, KPIs and our priorities.

Advisory Board
Provides independent counsel, challenge, and acts as a sounding board to offer guidance to the MEB.

Board Committees

Audit & Risk Committee
Oversees the Group's financial reporting process, identification and management of significant risk.

People Committee
Oversees effective mitigation of all people related corporate risks, and the execution of associated strategies.

Investment & General Purpose Committee
Oversees the Group's investments, including the development of client co-investments, priorities and M&A.

Safety & Responsible Business Committee
Oversees the Group's strategy, with respect to safety, environment, social and ethical business practice.

Engine Boards
Each Engine operates with its own management board and operational committees to drive delivery of the Mace purpose, strategy and priorities for the Engine and Group under the oversight of the MEB.

Consult Engine Board

Construct Engine Board

Supporting Committees
At Engine level, several supporting committees work to promote Mace's Grow Together, Pursue a Sustainable World and Deliver Distinctive Value priorities.

Business Units

MACE GROUP GOVERNANCE FRAMEWORK (FORMALLY ADOPTED FROM 1 JAN 2025)

Group Board
Overseen by the Group Chair, the Board is collectively responsible for promoting the long-term sustainable success of Mace and generating value for all its shareholders, ensuring high standards of business conduct.

Board Committees
Board Committees exercise functions delegated to them, provide oversight and more detailed consideration of specific work areas and advise the Board accordingly.

Audit & Risk Committee
Oversees the Group's financial reporting process, identification and management of significant risk.

People & Remuneration Committee
Oversees effective mitigation of all people related corporate risks, and effective execution of associated strategies.

Nomination Committee
Oversees senior level succession planning ensuring that the Board and its committees are properly constituted in terms of diversity, experience, knowledge, independence and balance of skills to support Mace values.

Safety & Responsible Business Committee
Oversees the Group's strategy, with respect to safety, environment, social and ethical business practice.

Investment & General Purpose Committee
Oversees the Group's investments, including the development of client co-investments, priorities and M&A.

Group Executive Committee
The Group Chief Executive – is responsible for the operational management of the Group, developing and implementing strategy, driving performance and ensuring an effective Group Executive Committee.

The Group Executive Committee – implements the Mace strategy and operates the Company's business under the Board's oversight. It meets regularly to consider operational matters affecting the Group, including strategy, risk, the Group budget and our priorities.

Engine Boards
Each Engine operates with its own management board and operational committees to drive delivery of the Mace purpose, strategy and priorities for the Engine and Group under the oversight of the Group Executive Committee.

Consult Engine Board

Construct Engine Board

Board composition

In terms of Board composition, 2024 represented a year of transition, with a number of long-standing executive directors stepping down during the year, notably Gareth Lewis on 31 July 2024, and Jonathan Mark Holmes and Stephen Pycroft on 1 August 2024. As a Board, it is important to recognise their contribution to the growth of Mace.

As a precursor to the establishment of our new Board on 1 January 2025, Stephen Jeffery and Mandy Willis resigned as directors on 31 December 2024. Lee Penlington resigned as a director on 31 March 2025.

Six non-executive directors were formally appointed to the Board on 1 January 2025; Nina Bjornstad, John Coghlan, Eric Hageman, John Holland-Kaye, Sylvia Metayer and Dame Alison Nimmo. Dame Alison has been appointed as Senior Independent Director. Each of the non-executive directors were deemed to be independent on appointment by reference to the factors set out in the UK Corporate Governance Code.

The continuing executive Board members are Mark Reynolds (Executive Chair), Jason Millett (Group Chief Executive Officer) and David Allen (Group Chief Financial Officer).

Accordingly, from the beginning of 2025 and as stipulated in the UK Corporate Governance Code, the majority of the Board is non-executive. This will ensure that our most important decisions are open to independent challenge and scrutiny.

The biographies of the 2024 GEC members are shown on pages 97 to 99.

Board and committee structure

Governance at Mace is defined as the business system and architecture that organises activities so we can fulfil our purpose of redefining the boundaries of ambition. The Corporate Governance Framework, owned by the Board, defines the role of the Board and its supporting committees. Detailed Terms of Reference are maintained for the Board and its committees that outline their principal duties, authority and matters that remain reserved to the Board for decision.

During 2024, the principal governance forum of the Group was the MEB. Until 31 December 2024, the MEB was comprised of the executive directors and senior management. As a step towards the governance structure being adopted in 2025, four committees were operated during 2024 that supported the MEB and were responsible for certain major delegated decisions, namely: Audit and Risk, People (Remuneration and Nominations), Safety and Responsible Business, and Investment and General Purpose. These meetings were comprised principally of executive members during 2024, with prospective non-executive directors in attendance in some of the meetings as part of their onboarding and induction arrangements.

Throughout 2024, the MEB was supported by an Advisory Board comprised of external advisors. The role of the Advisory Board was to support the decision-making process of the MEB by advising and providing independent constructive challenge and support to the Mace leadership team. The Advisory Board was disbanded on 31 December 2024, with almost all of its members joining the new, majority non-executive Board on 1 January 2025.

From 1 January 2025, the Board has been repositioned to focus more on strategic matters. It has formally established an Audit & Risk Committee, People & Remuneration Committee, Nomination Committee, Safety & Responsible Business Committee, and Investment & General Purpose Committee from this date. Each of these has formal terms of reference agreed by the Board. Diagrams of the arrangements that applied during 2024 and these revised arrangements from 1 January 2025 are shown above.

Board Committees provide oversight and more detailed consideration of specific issues and advise the Board accordingly.

The full terms of reference for each Committee are available on our website.

Investment & General Purpose Committee

Purpose and responsibilities
Oversees the Group's investments, including the development of client co-investments, priorities and M&A.

Responsible for:
— Development projects, investment, offices and estates
— M&A/disposals
— Transformation projects
— Major tender board
— Bonding, leasing and guarantees

Membership from 1 January 2025

Chair:	Mark Reynolds
Members:	Jason Millett, David Allen, Mandy Willis

Meeting dates	4 March 2024 10 June 2024 16 September 2024 21 November 2024

Nomination Committee

Purpose and responsibilities
Oversees senior level succession planning ensuring that the Board and its committees are properly constituted in terms of diversity, experience, knowledge, independence and balance of skills to support Mace values.

Responsible for:
— Ensuring plans in place for orderly succession planning for directors and the Group Executive team
— Overseeing the development of a diverse pipeline for succession
— Nominating and identifying, for the approval of the Board, candidates to fill Board vacancies
— Ensuring Group strategy reflects commercial changes in the marketplace to enable effective competition for talent

Membership from 1 January 2025

Chair:	Mark Reynolds
Members:	Dame Alison Nimmo, Nina Bjornstad, John Holland-Kaye

Meeting dates	This committee did not exist in 2024.

Audit & Risk Committee

Purpose and responsibilities
Oversees the Group's financial reporting process, identification and management of significant risks.

Responsible for:
— Group's corporate financial reporting
— Appointment of the external auditor
— Work, findings and effectiveness of the internal and external audit
— Oversight of internal controls, risk management systems, identification and management of significant risk including business continuity, safety and digital risk

Membership from 1 January 2025

Chair:	John Coghlan
Members:	Eric Hageman, Sylvia Metayer

Meeting dates	11 March 2024 17 June 2024 22 October 2024 18 December 2024

People & Remuneration Committee

Purpose and responsibilities
Oversees effective mitigation of all people related corporate risks, and effective execution of associated strategies.

Responsible for:
— Total reward (cash and non-cash e.g. pensions), talent attraction, talent development, ED&I, wellbeing and engagement
— Setting remuneration for our executive directors and members of the Group Executive Team
— Employee healthcare

Membership from 1 January 2025

Chair:	Nina Bjornstad
Members:	Dame Alison Nimmo, John Holland-Kaye

Meeting dates	12 June 2024 17 September 2024 13 November 2024

Safety & Responsible Business Committee

Purpose and responsibilities
Oversees the Group's strategy, with respect to safety, environment, social and ethical business practice.

Responsible for:
— Environmental – climate change, carbon, biodiversity, environment and natural resources
— Social value – safety, human rights, modern slavery
— Governance – corporate governance, ethical business practices

Membership from 1 January 2025

Chair:	Dame Alison Nimmo
Members:	Sylvia Metayer, John Holland-Kaye, Mark Reynolds

Meeting dates	18 March 2024 13 June 2024 18 September 2024 13 November 2024

Group Executive Committee (GEC)

The Board delegates day-to-day management of the business and implementation of strategy to the Group Chief Executive. From 1 January 2025, the Group Chief Executive established a GEC as a successor to the Mace Executive Board. It is an executive forum comprising members of senior management that support the Chief Executive's management of the Group. The composition of the GEC is as follows:

Group Executive Committee (GEC)

Jason Millett
Chair and Group Chief Executive

David Allen
Group Chief Financial Officer

Davendra Dabasia
Chief Executive Officer – Consult

Stephen Jeffery
Chief Operating Officer – Construct and Chief Technical Officer

Amanda Baldwin
Group Chief People Officer

Mandy Willis
Group Strategy Director

Lee Penlington
Group Commercial Director

Michelle Barkess
Chief Information Officer

The biographies of the 2024 GEC members are shown on pages 97 to 99.

Purpose and leadership

2024 was a year of growth for Mace as we continued to deliver our ambitious 2026 Strategy. As a purpose-led business, we remain committed to being diverse and inclusive, and to having a positive impact on people and communities globally.

Our Engines operate within a governance framework that enables organisational effectiveness, efficiency and high-quality decision-making. The framework promotes the management of risk and the creation of value. The Group's KPIs (detailed on page 55) help to focus the business on our ambitious targets and on our current performance.

The Board recognises the role our culture plays in empowering colleagues to become an unstoppable force for good, and in enabling the business to take on new challenges and drive positive change.

Our values – safety first, client focus, create opportunity, integrity – permeate everything we do. Together with our purpose, our values guide our behaviours and foster a culture of innovation and service excellence. These have helped us forge cooperative long-term partnerships and relationships with clients.

Our behaviours encourage Mace colleagues around the world to be collaborators, to be curious, to be contributors and to be champions. The behaviours are embedded in every aspect of the colleague experience at Mace, from induction and onboarding to performance management. Mace's employee recognition scheme, Ambition Makers, rewards colleagues and teams who demonstrate Mace's behaviours and go above and beyond in supporting the business, Mace's clients and the communities we work in.

The Board is committed to ensuring that Mace is a responsible business. In support of this, the MEB continued its focus on the implementation of the Group's Code of Ethics and the annual certification process through which colleagues are required to confirm their adherence to the Code and its underlying policies. The Suppliers' Code of Conduct remains a key element of the onboarding process for new suppliers and subcontractors. It sets out the behaviours Mace expects from all its suppliers and subcontractors. Safecall continued to provide an external and independent whistleblowing service.

The Mace Group has been an accredited Fair Tax Mark business since November 2021. This is the gold standard of responsible tax conduct, demonstrating our commitment to responsible tax conduct and tax transparency.

Taxes contributed in 2024	£000s
Corporate income tax payments/(receipts)	9,090
R&D credit	(5,893)
Employment-related taxes	45,482
Irrecoverable withholding taxes expensed in the year	1,105
Other taxes	1,997
Taxes deducted/collected for the government (in addition to taxes borne above):	
Employment related taxes	131,485
CIS	1,575
VAT	366,616
International withholding taxes paid on supplier invoices	5,536
Total tax contribution (taxes generated from Mace Group activity)	557,363
Government grant income received	(294)
Total tax contribution net of government grants received	557,069

In 2024 there were 87 external audit days conducted across 19 Mace locations, across the five accredited management systems for Quality Management (ISO 9001), Occupational Health & Safety Management (ISO 45001), Environmental management (ISO 14001), Information Security Management (ISO 27001) and Building Information Modelling (BIM) (ISO 19650).

Other notable external audits and accreditations include:

- Achilles Building Confidence (Common Assessments Standard (CAS) for UK Construction Companies)
- Achilles UVDV (Utilities Industry – UK)
- CHAS Accreditation (Principal Designer – CDM)
- RISQS (Rail Industry – UK)

Mace also achieved certification to PAS 2080:2023 – Carbon Management in Buildings and Infrastructure in the UK.

During the year, due to team changes, internal Group audits were limited. However, 104 function-led internal and supplier audits were carried out over 110 days in 2024.

Alongside our existing target to improve our gender and ethnicity pay gaps by 10% year-on-year, we introduced new ambitions to drive further transformation of our business; including to reach 21% gender diversity at Associate Director level and above in 2024 and we will continue to work closely with our leadership and HR teams to drive further progress against this goal.

Directors' responsibilities

During 2024, the Board met as required. The MEB met formally at least quarterly and, in addition, met less formally each week to discuss operational matters.

In 2024, Mace operated two sub-boards focusing on its core service offerings through its Engines: Construct and Consult. Each Engine has its own Chief Executive Officer (CEO) who is responsible for delivering the Engine's business plan and who chairs the Engine Board. These sub-boards meet on a quarterly basis and during 2024 reported to the MEB. Since 1 January 2025, the Engine CEOs have been members of the GEC. As at the date of this report, the Group Chief Executive, Jason Millett, is acting CEO of the Construct Engine.

> "Alongside our existing target to improve our gender and ethnicity pay gaps by 10% year-on-year, we introduced new ambitions to drive further transformation of our business; including to reach 21% gender diversity at Associate Director level and above in 2024."

These operating divisions are supported by functional teams that provide finance, risk and assurance, corporate governance, legal, commercial, procurement, information technology, marketing, communications and human resources expertise.

During the past year the directors have sought to carry out their duties as required under s172 of the Companies Act 2006 (the 'Act'). In 2024 the Board continued to focus on the three strategic priorities which underpin the 2026 Business Strategy: Pursue a Sustainable World, Grow Together and Deliver Distinctive Value.

KPIs were used to measure progress against each priority. These KPIs were reviewed at each quarterly meeting of the MEB and were, in turn, shared with the Advisory Board at each of its quarterly meetings. The standing items on the MEB agenda during the past year were grouped in line with the three strategic priorities. Further detail of Mace's performance against these KPIs can be found on page 55.

Audit and risk

The Board continued to monitor and manage the risks to which the Group is exposed and the opportunities available to it throughout 2024. As described in the 2023 Annual Report, an Audit and Risk Committee was established and was chaired by the Group Chief Financial Officer, David Allen.

The Committee oversaw the development and delivery of the Group's enterprise risk management, internal audit and assurance, compliance, operational resilience and business continuity strategies. It also received regular updates on improvements to the Group's finance systems and controls. The work of the Committee and the recommendations it made during the year were shared with the Board.

Since 1 January 2025, the Audit and Risk Committee has been chaired by John Coghlan, one of the Group's non-executive directors. The other two members of the Committee are also non-executive directors. Further details on Mace's approach to risk management can be found in the Risks section of this report on page 45.

People and remuneration

The Board recognises that Mace's people are central to its continuing growth and success.

During 2024, a People and Remuneration Committee was established to oversee the Group's approach to people and remuneration matters. The Committee:

- Assessed executive remuneration and reward packages for the executive directors;
- Determined the remuneration of the Chair and the Group management team;
- Determined the total remuneration packages for these individuals including any compensation on termination of office; and
- Approved annual bonus arrangements and share awards, including the relevant performance targets.

Executive remuneration is structured to drive both accountability and performance, creating long-term value for all stakeholders. In determining remuneration, the performance of the business during the financial year and the capabilities needed to deliver its future strategy are taken into consideration. Pay levels are commensurate with market norms.

Since 1 January 2025, the Committee has been chaired by Nina Bjornstad, one of the Group's non-executive directors. The other two members of the Committee are also non-executive directors.

Stakeholders

Our engagement with internal and external stakeholders is at the heart of our success. During 2024, we continued to communicate openly and transparently with our internal and external stakeholders. We aim for our communication to be an open and authentic dialogue and are always open to new ideas and best practice from outside Mace.

Our most important stakeholder group is our Mace colleagues, of whom we are extremely proud.

Our internal communications strategy aims to create an open conversation across the organisation and uses a broad range of channels to engage directly with colleagues, including our intranet, emails, and regular online and in-person communication events.

We carry out regular engagement and wellbeing surveys and pulse surveys to measure engagement and run regular internal campaigns to promote information about topics that are important to our people, including sustainability, health, wellbeing, personal and professional development, diversity and inclusion, and charitable giving. Regular leadership and all-company briefings take place throughout the year.

Mace maintains a series of employee resource groups (ERGs), including Pride at Mace, Women at Mace, the Ethnic Diversity Inclusion Network, the Mace Military Network, Enabled at Mace and Parents at Mace. Throughout 2024, these ERGs played a hugely valuable role in engaging groups of colleagues with shared interests; developing and sharing information and best practice; and guiding the Group's approach to some important policy and operational matters.

Externally, our core stakeholder audiences are our clients, our supply chain, banks, insurers, bond providers, investors, industry organisations, public sector bodies (including local and national governments and tax authorities) and the communities we work in.

During 2024, we communicated with these audiences through a wide variety of channels, both as part of our day-to-day delivery and wider communications channels and campaigns. This includes promoting our work through traditional media and social media, providing regular updates to our clients about our work and carrying out regular customer surveys.

Mace has continued to help lead and shape the built environment sector's response to key issues and challenges. Our Executive Chairman, Mark Reynolds, continued to work closely with key industry and Government stakeholders during 2024 (including in his role as co-chair of the Construction Leadership Council) to ensure that the built environment sector continues to develop in a way that meets society's needs.

Further details of how we create value for these groups is available on page 24 and in the Section 172 statement on page 38.

External reporting

In addition to our Annual Report, we regularly publish information, including our business payment practices and performance. We published our annual UK Inclusion Pay Gap report, including voluntary disclosure of our ethnicity pay gap data, in September 2024.

Engagement with the Financial Reporting Council (FRC)

In December 2024, the Company received a letter from the FRC following its review of the Group's 2023 Annual Report and Accounts, requesting further information in two principal areas: offsetting of account balances in relation to notional cash pooling arrangements, and the classification of a joint venture investment.

Information was provided to the FRC around the nature of the investment along with justification for classification as a joint venture and equity accounting in the Group consolidated accounts. The FRC agreed with this treatment.

The Group applied an accounting policy of treating the bank accounts within the Group's cash pooling arrangements as a single unit of account, where the legal right of set-off existed, as it was considered that this most appropriately reflected the overall net commercial and substantive position.

Following discussion with the FRC, the conclusion was that separate gross presentation of these overdrafts and cash balances would be preferable. The Group has therefore, changed its accounting policy in respect of offsetting of bank overdrafts in cash pooling arrangements and has presented overdrafts held in subsidiary company bank accounts as liability, separate from cash, with the prior year comparative balances re-presented accordingly. Further details are provided in note 1. The restatement did not result in any change to the profit and loss statement, net assets, net cash or cash flows, previously reported.

The FRC review was not an assurance assessment that the annual report and accounts are correct in all material respects; the FRC's role is not to verify the information provided to it but to consider compliance with reporting requirements. The review was based on the annual report and accounts and did not benefit from detailed knowledge of the business or understanding of the underlying transactions entered into.

External auditor

Forvis Mazars LLP were reappointed to conduct the 2024 audit.

As a private company, the Mace Group is not subject to external restrictions in terms of non-audit work provided by the external auditors, but for good governance has chosen to implement its own policy in relation to the level of their remuneration and the extent of their non-audit services.

DIRECTORS' REPORT

The directors present their annual report on the affairs of the Group, together with audited financial statements and a report from the independent auditor, for the year ended 31 December 2024.

Principal activity
The Group is an international consultancy and construction group whose principal activities are construction delivery, project management and cost consultancy.

Results and dividends
The consolidated profit for the year before taxation, excluding discontinued operations, amounted to £43.2m (2023: £61.7m). The Company paid interim dividends of £4.4m (2023: £3.9m) in the year.

Strategic Report
The Group is required by Section 414A of the Companies Act 2006 to present a Strategic Report in the Annual Report. The Strategic Report also contains, where appropriate, an indication of the directors' view on likely future developments in the business of Mace Group.

Financial instruments
Further information regarding the Group's financial instruments related policies and a consideration of its liquidity and other financing risks are set out in note 3 to the financial statements.

Directors
The directors who served during 2024 and to the date of this report are:

Mark Reynolds
Jason Millett
David Allen
Stephen Pycroft (resigned 1 August 2024)
Jonathan Mark Holmes (resigned 1 August 2024)
Gareth Lewis (resigned 31 July 2024)
Mandy Willis (resigned 31 December 2024)
Stephen Jeffery (resigned 31 December 2024)
Lee Penlington (resigned 31 March 2025)
Dame Alison Nimmo* (appointed 1 January 2025)
Nina Bjornstad* (appointed 1 January 2025)
John Coghlan* (appointed 1 January 2025)
Eric Hageman* (appointed 1 January 2025)
John Holland-Kaye* (appointed 1 January 2025)
Sylvia Metayer* (appointed 1 January 2025)

* Independent Non-Executive Director.

STREAMLINED ENERGY AND CARBON REPORT

Energy and carbon emissions
Mace has been a member of the RE100 Climate Group since 2017 which commits Mace to procure 100% power from renewable sources by 2030. Where Mace has financial control of energy supply, through our Electricity Supply and New Connections contract with Npower, EDF Energy and Ecotricity, we have procured 100% renewable or REGO backed electricity.

This statement of energy use and carbon emissions complies with the 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance March 2019 (Updated Introduction and Chapters 1 and 2)'. The statement below covers energy use and associated greenhouse gas emissions relating to natural gas, electricity (market-based), liquid fuels, business travel via private and hire vehicles, business travel through other modes of transport, an intensity ratio and information relating to energy efficiency actions. The scope for this report includes emissions from UK, international and joint arrangements where Mace has operational control. This has been updated since last year to align with boundaries used in wider carbon reporting for Mace.

Explanation of energy consumption
The figures below show an increase of 7% in energy use kWh from 2023 to 2024.

- **Gas:** The 97% increase in gas emissions is related to increased consumption on three large projects that were in the commissioning stage at the end of 2024.
- **Electricity:** The 13% increase in emissions from electricity use across Mace is partially due to several exceptionally large construction projects starting on site or being in the commissioning stage during 2024. In addition, there has been better data collation at our regional offices and the inclusion tenanted property consumption data.
- **Liquid fuels:** The 42% decrease in consumption of other fuels is due to the ban on using diesel generators on all new projects, which allows use only in necessary situations. This has led to increased use of hydro-treated vegetable oil (HVO) in generators and on sites. As HVO has lower emissions than diesel, this has driven a portion of the emissions decrease. We are also seeing the effect of a diesel free policy on contractors' diesel, where use is by exception only. This emissions figure includes contributions from LPG, petrol and HVO as well as diesel.
- **Business travel (grey fleet):** Agile working, colleagues travelling to sites and an increase in Consult projects, has increased business travel mileage in our 'grey fleet' by 33% year-on-year.
- **Gross emissions:** Increase in Scope 3 emissions in 2024 is due to our Botley Develop project completing in December. Our carbon reporting methodology and reporting boundary includes accounting for embodied carbon for Develop projects as part of Mace's operational control. The way this is reported is that all embodied carbon emissions land in the year of completion for Develop projects, including all end of life, predicted maintenance and repair emissions. We have not had any to account for since our 2020 baseline. In 2024, this added 10,606.48 tCO_2e to Mace's carbon footprint. Excluding this, the other emission sources have made a combined reduction of 7.0% compared to 2023.
- Because of the increase in Scope 3 emissions there has been an increase against the revenue target.

Energy efficiency
Mace's 2026 Business Strategy was launched in 2021. In the strategy, Mace shares our drive to become a purpose-led business, focusing on three key priorities: Pursue a sustainable world, Grow together and Deliver distinctive value. This includes setting KPIs to monitor progress. Our priority to Pursue a sustainable world includes our ambitious targets of a 10% corporate carbon reduction year-on-year and reducing our client carbon by 1 million tonnes. However, in 2023, Mace decided to be more ambitious and increase this target to 10 million tonnes. As part of Mace's Pursue a sustainable world business priority, we have two non-climate related targets. This includes creating 500 hectares of new biodiverse space and the creation of £700m value to society per year by 2026.

In the report Mace commits to Building a Better Future by:

- **Transforming our impact on society and planet:** Evolving the way we do business to ensure that the way we operate is sustainable, ethical and robustly governed. Our ESG strategy links to Mace's strategic priorities, connecting every element of what we do to our purpose.
- **Value to society:** Creating shared value sits at our heart. Supporting communities and generating opportunities to deliver better outcomes for society. It is what we do because it is the right thing to do. Over the last few years, we have increased our value to society, but there is always more that we can do and our target of £700m by 2026 will see us add advanced value by bringing further benefits to those whom our projects touch, now and in the future.
- **Carbon emissions:** Globally our Scope 1, 2 and 3 carbon emissions are audited by a third party on an annual process. We will continue secure annual verification of our carbon position with a target to reduce our corporate carbon footprint by 10% each year.

In 2024, Mace committed to set a Science Based Target within the next two years. This will support both our Net Zero Strategy and carbon reduction targets.

To become net zero Mace committed to significantly reduce carbon emissions associated with:

- Energy use – the electricity, natural gas, diesel and other liquid fuels we purchase.
- Embodied carbon – from manufacturing and transporting the materials used in the buildings we develop.
- Business travel – our travel through flights, trains, taxis, cars, bus, ferry and coach, and hotel accommodation.
- Waste – the waste we send to landfill from construction sites.
- Purchased goods and services, including the water we use on construction sites.
- Employee work from home emissions.

Mace is committed to a net zero future. This involves the continued reduction of energy use, business travel and onsite diesel. Mace recognises climate change as a global issue and has committed to reducing its environmental impact and assisting its clients to reduce their impact on the environment.

In 2024 Mace committed to:

- Adjusting timings on HVAC and reduced running time;
- HVAC set points adjusted incrementally;
- Trialling on half floor operation of fan coils at 50%;
- FCUs only running for a few hours a day;
- Installing timeclocks on welfare and project sites;
- Installing PIRs on project sites;
- Installing LED lighting on construction sites, in site offices and canteens;
- Lighting upgrades where necessary;
- Reducing business travel through availability of video conferencing;
- Reducing onsite diesel for energy generation by using hybrid generation and securing early grid connections;
- Introducing policy to use HVO in generators; and
- Conducting ESOS audits.

The following energy efficiency measures are under consideration for implementation during 2025:

- Replace fluorescent with LED lighting in the 155 Moorgate office;
- Continue to source energy efficient site accommodation;
- Continue to update heating and controls in all offices, site accommodation canteens and drying rooms;
- Continue to reduce business travel by use of video conferencing and agile working;
- Continue research and development of new methods of construction;
- Continue to reduce embodied carbon;
- Investigate ways to reduce energy use and emissions from ICT;
- Reduce waste and amount sent to landfill;
- Work with our supply chain to reduce emissions;
- Implement ESOS Phase 3 findings where appropriate;
- Carry out Primary Plant Controls Reschedule and Bank Holiday Controls Reschedule for Head Office; and
- Train staff on the importance of energy efficiency and best practice for achieving it.

Reporting year (UK operations only, excludes JAs)	2024	2023	Change	Units
Total energy use covering electricity, gas, diesel and transport	**45,665,550**	42,755,940	7%	kWh
Total emissions generated through combustion of gas	**428**	217	97%	tCO_2e
Total emissions generated through use of purchased electricity	**970**	858	13%	tCO_2e
Total emissions generated through use of liquid fuels	**1,149**	1,984	-42%	tCO_2e
Total emissions generated through business travel (grey fleet)	**1,180**	890	33%	tCO_2e
All other Scope 3 emissions	**17,178**	6,809	152%	tCO_2e
Total gross emissions	**20,906**	10,758	94%	tCO_2e
Intensity ratio (total gross emissions)	**7.50**	3.86	94%	Per £ Revenue

Methodology used in the calculation of disclosures

The methodology for data within this report has followed the format of the Mace ESOS Reports and in compliance with 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance March 2019 (Updated Introduction and Chapters 1 and 2)'.

Mace's scope for SECR reporting includes activities where Mace has operational control, including construction site energy, office energy and joint ventures. Mace has operational control of emissions associated with the construction set-up, construction activities and control of the utilities.

Where estimations were required, the pro-rata calculation technique was used. This is used in the case where there are data gaps, as the billing period covers more than the reporting year and needs to be quantified using a proportional method based on meter readings. The consumption for a billing period is broken down into a daily consumption and multiplied into monthly consumption to cover the data gap.

Intensity ratio calculated using posted revenue for the 2024 year.

— Tonnes of CO_2e per £ revenue

Directors' indemnity insurance

The Company provides a directors' and officers' insurance policy which was in place during the year and remains in force at the date of this report.

Going concern

The directors continue to adopt the going concern basis in preparing the Group's 2024 financial statements.

The directors have carried out an assessment of the Group's ability to continue as a going concern for a period of at least 12 months from the date of the approval of the financial statements. The assessment has considered:

- The likelihood of the principal risks of the Group occurring;
- Current liquidity levels and financing arrangements;
- The most recent unaudited trading performance of the Group at the point at which the assessment took place, being March 2025;
- The anticipated results for the 2025 and 2026 financial years with reference to the Board approved targets and associated assumptions; and
- The total value and phasing of the Group's forward order book and project outturn.

In performing their assessment, the directors have modelled the impact of two adverse scenarios, which were selected through a detailed review of the Group's principal risks. The two scenarios model the impact on the Group's financial performance and have been assessed before and after reasonable mitigation to consider the potential level of severity. The scenarios are:

- A balanced downside case assuming that only risks assessed as being of 'High' or 'Medium' likelihood to occur; and
- A downside scenario in which all principal risks occur simultaneously, including unexpected contractual loss, lower than expected returns from major projects, supply chain failure, delays in customer receipts and unexpected inflationary pressure. This downside scenario has been used in lieu of a reverse stress test.

Even in the most severe scenarios, when the Group applies reasonable mitigating factors, Mace is still expected to retain sufficient liquidity to operate efficiently and remain within its banking covenants throughout the going concern period.

Events after the reporting date

Details of significant events after the reporting date can be found in note 28.

Employees

The directors recognise that employees are fundamental to Mace's success and are committed to the inclusion, wellbeing and development of employees at all levels. The directors wish to ensure that Mace is a diverse and inclusive business that respects employees' protected characteristics including race, religion, sexual orientation and disability.

Mace gives full consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a disabled person. Where existing employees become disabled, it is Mace's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide appropriate training, career development and promotion to disabled employees.

Arrangements exist to keep all employees informed on matters of concern to them and information on Mace Group performance and prospects is disseminated widely. The directors ensure that employees or their representatives are consulted on a regular basis so that the views of employees can be considered in making decisions which are likely to affect them.

Employees are encouraged to promote the performance and efficiency of Mace Group, and various profit sharing and bonus schemes operate to encourage this.

The directors would like to thank colleagues across the Group for their hard work during the year.

Engagement with stakeholders

Mace Group continued to engage with stakeholders throughout the year as disclosed in the s172 Statement on page 38.

Research and development

Investment in R&D is the key to driving the business forward. In 2024, the Group invested £71.35m (2023: £68.1m). This included the development of new construction elements, temporary works processes, and making substantial improvements in mechanical and electrical services, as well as the completion of Palmerston Court, the largest Passivhaus building in the UK designed to be built using Mace's patented low-carbon cassettes.

Disclosure of information to the auditor

Each of the persons who is a director as at the date of this report confirms that:

- So far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
- The director has taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s.418 of the Companies Act 2006.

Forvis Mazars LLP have indicated their willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed appointed as auditor at the Annual General Meeting.

The financial statements are approved by the Board and signed by order of the directors.

Robert Musgrove
Group Company Secretary
23 May 2025

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Strategic Report, the Directors' Report, the Corporate Governance Report, and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with UK-adopted international accounting standards and applicable law and have elected to prepare the parent Company financial statements in accordance with UK accounting standards and applicable law, including FRS 101 Reduced Disclosure Framework. Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their profit or loss for that period. The directors consider the financial statements to be true and fair.

In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether the Group financial statements have been prepared in accordance with UK-adopted international accounting standards;
- State whether the Company financial statements have been prepared in accordance with FRS 101 Reduced Disclosure Framework; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

Jason Millett
Group Chief Executive
23 May 2025

FINANCIAL STATEMENTS

National Satellite Test Facility

Overview
Strategic Report
Governance Report
Financial Statements

Opinion

We have audited the financial statements of Mace Finance Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the following:

- Consolidated Statement of Comprehensive Income
- Consolidated Statement of Financial Position
- Company Statement of Financial Position
- Consolidated Statement of Cash Flows
- Consolidated Statement of Changes in Equity
- Company Statement of Changes in Equity, and
- Notes to the financial statements, including material accounting policy information.

The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law and UK-adopted international accounting standards.

The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2024 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with UK-adopted international accounting standards;
- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our audit procedures to evaluate the directors' assessment of the group's and the parent company's ability to continue to adopt the going concern basis of accounting included but were not limited to:

- undertaking an initial assessment at the planning stage of the audit to identify events or conditions that may cast significant doubt on the group's and the parent company's ability to continue as a going concern;
- obtaining management's documented assessment of going concern and related financial statement disclosures;
- obtaining an understanding of the relevant controls relating to the directors' going concern assessment;
- assessing the historical accuracy of projections prepared by the directors;
- assessing the data inputs and the assumptions underlying the base case going concern model, and the assumptions used in the downside and upside scenarios;
- testing the projection model and covenant calculations for mathematical accuracy and logical integrity;
- assessing the projected liquidity and covenant compliance over the going concern period under management's base case and under their downward scenario; and
- evaluating the appropriateness of the directors' disclosures in the financial statements on going concern.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the directors' responsibilities statement set out on page 109, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the group and the parent company and their industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, Bribery Act and Modern Slavery Act, Health and Safety regulation, anti-money laundering regulation, General Data Protection Regulation (GDPR) and Building Safety Act.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the group and the parent company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the group and the parent company which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation and the Companies Act 2006.

In addition, we evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, revenue recognition, and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the parent company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent company and the parent company's members as a body for our audit work, for this report, or for the opinions we have formed.

William Neale Bussey (Senior Statutory Auditor)
for and on behalf of Forvis Mazars LLP
Chartered Accountants and Statutory Auditor
30 Old Bailey
London
EC4M 7AU

23 May 2025

Consolidated statement of comprehensive income
Year ended 31 December 2024

	Note	2024 £000s	2023 £000s
Group revenue	4	**2,788,683**	2,356,792
Cost of sales	4	**(2,562,119)**	(2,100,459)
Gross profit	4	**226,564**	256,333
Administrative expenses	4	**(169,309)**	(176,600)
Other income	7	**741**	581
Fair value on financial instruments measured at FVTPL	4	**(719)**	(4,313)
Operating profit before exceptional items	4	**57,277**	76,001
Exceptional – impairment loss on loan to joint venture	11	**(6,625)**	(11,730)
Operating profit	4	**50,652**	64,271
Share of net profit of associates and joint ventures	15	**791**	731
Profit on disposal of subsidiaries	4	**260**	46
Profit before interest	4	**51,703**	65,048
Finance income	8	**4,069**	2,210
Finance costs	8	**(12,621)**	(5,584)
Profit before taxation	4	**43,151**	61,674
Income tax expense	12	**(18,784)**	(17,877)
Profit for the year – continuing operations		**24,367**	43,797
Loss for the year – discontinued operations	22	**–**	(10,122)
Profit for the year		**24,367**	33,675
Profit for the year attributable to:			
Owners of the parent		**23,907**	33,593
Non-controlling interest		**460**	82
		24,367	33,675
Other comprehensive income			
Items that will or may be classified to profit and loss:			
Exchange differences on re-translation of foreign subsidiaries		**3,935**	(4,529)
Items that will not be classified to profit and loss:			
Remeasurement of post-employment benefit obligation	19	**122**	(2,490)
Tax on remeasurement of post-employment benefit scheme		**28**	329
Total comprehensive income for the year		**28,452**	26,985
Total comprehensive income for the year attributable to:			
Owners of the parent		**28,063**	27,072
Non-controlling interest		**389**	(87)
		28,452	26,985
Analysed by:			
Continuing operations		**28,452**	37,107
Discontinued operations		**–**	(10,122)
Total comprehensive income for the year		**28,452**	26,985

The notes on pages 121 to 160 are an integral part of these consolidated financial statements.

Consolidated statement of financial position
As at 31 December 2024

	Note	31 December 2024 £000s	31 December 2023[1] £000s
Non-current assets			
Property, plant and equipment	13	**33,106**	33,405
Intangible assets	14	**155,102**	158,232
Deferred tax assets	12	**9,760**	4,864
Investments in joint ventures and associates	15	**478**	251
Other investments	15	**5,807**	6,675
Trade and other receivables	17	**3,562**	–
Deferred consideration	22	**4,659**	4,337
Restricted cash	24	**1,383**	252
		213,857	208,016
Current assets			
Trade and other receivables	17	**729,496**	614,115
Development loan to joint venture	18	**25,984**	33,700
Development work in progress	18	**7,520**	7,382
Current tax assets		**2,010**	2,143
Restricted cash	24	**7,085**	10,842
Cash at bank		**320,164**	211,600
		1,092,259	879,782
Current liabilities			
Trade and other payables	19	**(928,152)**	(807,517)
Provisions	20	**(18,855)**	(9,651)
Current tax liabilities		**(20,369)**	(11,729)
Lease liabilities and borrowings	21	**(14,679)**	(6,854)
Bank overdrafts		**(57,001)**	(35,791)
		(1,039,056)	(871,542)
Net current assets		**53,203**	8,240
Total assets less current liabilities		**267,060**	216,256
Non-current liabilities			
Trade and other payables	19	**(96)**	(1,199)
Provisions	20	**(68,378)**	(63,600)
Lease liabilities and borrowings	21	**(128,427)**	(73,453)
Deferred tax liabilities	12	**(841)**	(1,932)
		(197,742)	(140,184)
Net assets		**69,318**	76,072
Capital and reserves			
Share capital	23	**1**	1
Own shares	23	**(13,042)**	(7,682)
Foreign exchange reserve		**(943)**	(4,949)
Retained earnings		**82,720**	88,027
Equity shareholders' funds		**68,736**	75,397
Non-controlling interests		**582**	675
		69,318	76,072

1. £36m has been re-presented in the comparative information from cash at bank to bank overdrafts, as a result of a change in accounting policy (see note 1).

These financial statements of Mace Finance Limited (Company number 08057308) were approved by the directors, authorised for issue on 23 May 2025, and are signed on their behalf by:

Mark Reynolds
Group Executive Chairman

David Allen
Group Chief Financial Officer

The notes on pages 121 to 160 are an integral part of these consolidated financial statements.

Company statement of financial position
As at 31 December 2024

	Note	31 December 2024 £000s	31 December 2023 £000s
Non-current assets			
Deferred tax assets	12	**473**	233
Investments in subsidiaries	15	**146,111**	146,111
Trade and other receivables	17	**2,800**	2,800
		149,384	149,144
Current assets			
Trade and other receivables	17	**51,997**	24,284
Current tax assets		**4,149**	5,626
Cash at bank		**1,134**	1,557
		57,280	31,467
Current liabilities			
Trade and other payables	19	**(63,339)**	(80,664)
Current tax liabilities		**(304)**	–
Borrowings	21	**(7,500)**	–
		(71,143)	(80,664)
Net current liabilities		**(13,863)**	(49,197)
Total assets less current liabilities		**135,521**	99,947
Non-current liabilities			
Trade and other payables	19	**(96)**	(672)
Borrowings	21	**(106,969)**	(50,000)
Deferred tax liabilities	12	**–**	(78)
		(107,065)	(50,750)
Net assets		**28,456**	49,197
Capital and reserves			
Share capital	23	**1**	1
Own shares	23	**(13,042)**	(6,809)
Retained earnings		**41,497**	56,005
Equity shareholders' funds		**28,456**	49,197

A separate profit and loss account for the Company (Company number 08057308) is not presented as permitted by Section 408 of the Companies Act 2006. The profit after taxation of the Company was £14.9m (2023: £14.5m) and total comprehensive income was £14.9m (2023: £14.5m).

These financial statements were approved by the directors, authorised for issue on 23 May 2025 and are signed on their behalf by:

Mark Reynolds
Group Executive Chairman

David Allen
Group Chief Financial Officer

The notes on pages 121 to 160 form part of these financial statements.

Consolidated statement of cash flows
Year ended 31 December 2024

	Note	**Year ended 31 December 2024 £000s**	Year ended 31 December 2023 £000s
Cash flows from operating activities	24	**63,005**	54,199
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets		**(6,235)**	(4,310)
Disposal of subsidiaries	22(i), (ii)	**260**	(3,938)
Dividends from joint ventures	15	**1,093**	1,271
Proceeds from disposals of property, plant and equipment and intangible assets		**1,588**	–
Net cash used in investing activities		**(3,294)**	(6,977)
Cash flows from financing activities			
Increase in shareholder loan, ex-shareholder loan and director loans	24	**25,000**	–
Dividends paid to Company shareholders		**(4,353)**	(3,849)
Dividends paid to non-controlling interests		**(482)**	(424)
Repurchase of own shares		**(27,691)**	(338)
Exercise of options		**–**	30
Increase in borrowings	21	**100,000**	30,000
Repayment of borrowings	21	**(60,000)**	(10,000)
Payment of loan fees		**(1,188)**	–
Repayment of lease liabilities		**(5,853)**	(5,561)
Net cash inflow from financing activities		**25,433**	9,858
Net increase in cash at bank and bank overdrafts		**85,144**	57,080
Cash at bank and bank overdrafts at beginning of year		**186,903**	129,864
Effects of currency translation on cash at bank and bank overdrafts		**(416)**	(41)
Cash at bank and bank overdrafts at end of year		**271,631**	186,903

	Note	**2024 £000s**	2023 £000s
Cash at bank and bank overdrafts			
Cash at bank		**320,164**	211,600
Restricted cash	24	**8,468**	11,094
Bank overdrafts		**(57,001)**	(35,791)
		271,631	186,903

The notes on pages 121 to 160 are an integral part of these consolidated financial statements.

Consolidated statement of changes in equity
Year ended 31 December 2024

	Share Capital £000s	Own Shares £000s	Foreign Exchange Reserve £000s	Retained Earnings £000s	Attributable to Owners £000s	Non–Controlling Interests £000s	Total £000s
Equity shareholders' funds as at 1 January 2023	**1**	**(7,744)**	**(589)**	**60,814**	**52,482**	**1,048**	**53,530**
Profit after tax for the year	–	–	–	33,593	33,593	82	33,675
Remeasurement of post-employment benefit scheme (note 19)	–	–	–	(2,490)	(2,490)	–	(2,490)
Tax on remeasurement of post-employment benefit obligation	–	–	–	329	329	–	329
Retranslation loss	–	–	(4,360)	–	(4,360)	(169)	(4,529)
Total comprehensive income for the year	**–**	**–**	**(4,360)**	**31,432**	**27,072**	**(87)**	**26,985**
Disposal of non-controlling interest	–	–	–	–	–	138	138
Dividends paid (note 23)	–	–	–	(3,849)	(3,849)	(424)	(4,273)
Repurchase of shares (note 23)	–	(338)	–	–	(338)	–	(338)
Cancellation of shares (note 23)	–	338	–	(338)	–	–	–
Shares transferred to award owners	–	62	–	(32)	30	–	30
Equity shareholders' funds as at 31 December 2023	**1**	**(7,682)**	**(4,949)**	**88,027**	**75,397**	**675**	**76,072**
Profit after tax for the year	**–**	**–**	**–**	**23,907**	**23,907**	**460**	**24,367**
Remeasurement of post-employment benefit scheme (note 19)	**–**	**–**	**–**	**122**	**122**	**–**	**122**
Tax on remeasurement of post-employment benefit obligation	**–**	**–**	**–**	**28**	**28**	**–**	**28**
Retranslation gain	**–**	**–**	**4,006**	**–**	**4,006**	**(71)**	**3,935**
Total comprehensive income for the year	**–**	**–**	**4,006**	**24,057**	**28,063**	**389**	**28,452**
Dividends paid (note 23)	**–**	**–**	**–**	**(4,353)**	**(4,353)**	**(482)**	**(4,835)**
Repurchase of shares (note 23)	**–**	**(30,371)**	**–**	**–**	**(30,371)**	**–**	**(30,371)**
Cancellation of shares (note 23)	**–**	**25,011**	**–**	**(25,011)**	**–**	**–**	**–**
Equity shareholders' funds as at 31 December 2024	**1**	**(13,042)**	**(943)**	**82,720**	**68,736**	**582**	**69,318**

The notes on pages 121 to 160 are an integral part of these consolidated financial statements.

	Share Capital £000s	Own Shares £000s	Retained Earnings £000s	Total £000s
Equity shareholders' funds as at 1 January 2023	1	(4,363)	45,852	41,490
Profit after tax for the year	–	–	14,463	14,463
Total comprehensive income for the year	–	–	14,463	14,463
Dividends paid (note 23)	–	–	(3,940)	(3,940)
Repurchase of shares (note 23)	–	(2,846)	–	(2,846)
Cancellation of shares (note 23)	–	338	(338)	–
Shares transferred to award owners	–	62	(32)	30
Equity shareholders' funds as at 31 December 2023	1	(6,809)	56,005	49,197
Profit after tax for the year	**–**	**–**	**14,862**	**14,862**
Total comprehensive income for the year	**–**	**–**	**14,862**	**14,862**
Dividends paid (note 23)	**–**	**–**	**(4,359)**	**(4,359)**
Purchase of own shares from a subsidiary company	**–**	**(873)**	**–**	**(873)**
Repurchase of shares (note 23)	**–**	**(30,371)**	**–**	**(30,371)**
Cancellation of shares (note 23)	**–**	**25,011**	**(25,011)**	**–**
Equity shareholders' funds as at 31 December 2024	**1**	**(13,042)**	**41,497**	**28,456**

The notes on pages 121 to 160 form part of these financial statements.

1. Accounting policies

General information
Mace Finance Limited (the 'Company' and the 'Group') is a private company limited by shares, incorporated and domiciled in England and Wales. The address of the registered office is 155 Moorgate, London, EC2M 6XB. The principal activities of the Group and the Company are detailed in the Directors' Report.

The functional currency of the Company is pounds sterling because that is the currency of the primary economic environment in which the Group operates. Pounds sterling is also the presentation currency of the Company and Group. The amounts stated are denominated in thousands (£'000).

Basis of preparation
The consolidated financial statements have been prepared in accordance with UK-adopted international accounting standards and with the requirements of the Companies Act 2006.

The consolidated financial statements have been prepared on a going concern basis under the historical cost convention, as modified by the revaluation of financial assets and liabilities (including derivative financial instruments) at fair value through profit and loss.

The separate financial statements of the Company are presented as required by the Companies Act 2006. The Company meets the definition of a qualifying entity under Financial Reporting Standard (FRS) 100 issued by the Financial Reporting Council. Accordingly, in the year ended 31 December 2024 the Company reported under FRS 101 as issued by the Financial Reporting Council.

As permitted by FRS 101, the Company has taken advantage of the following disclosure exemptions available under that standard:
- The requirements of paragraphs 91 to 99 of IFRS 13 Fair Value Measurement.
- The requirements of IAS 7 Statement of Cash Flows.
- The requirements of paragraph 17 and 18A of IAS 24 Related Party Disclosures.
- The requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member.
- The requirements of the second sentence of paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15 Revenue from Contracts with Customers.
- The requirements of paragraphs 134(d)-134(f) and 135(a)–135(e) of IAS 36 Impairment of Assets.
- The requirements of IAS 8 to disclose the details of standards issued but not yet effective and the likely impact; and
- The disclosure requirements of IFRS 7 Financial Instruments, other than those required by law.

Where required, equivalent disclosures are given in the consolidated financial statements.

In addition to the application of FRS 101, the Company has taken advantage of Section 408 of the Companies Act 2006 and consequently its statement of comprehensive income (including the profit and loss account) is not presented as part of these financial statements.

Going concern
The directors continue to adopt the going concern basis in preparing the Group's 2024 financial statements.

The directors have carried out an assessment of the Group's ability to continue as a going concern for a period of at least 12 months from the date of the approval of the financial statements. The assessment has considered:
- The likelihood of the principal risks of the Group occurring;
- Current liquidity levels and financing arrangements;
- The most recent unaudited trading performance of the Group at the point at which the assessment took place, being March 2025;
- The anticipated results for the 2025 and 2026 financial years with reference to the Board approved targets and associated assumptions; and
- The total value and phasing of the Group's forward order book and project outturn.

In performing their assessment, the directors have modelled the impact of two adverse scenarios, which were selected through a detailed review of the Group's principal risks. The two scenarios noted below model the impact on the Group's financial performance and have been assessed before and after reasonable mitigation to consider the level of severity:
- A balanced downside case assuming that only risks assessed as being of 'High' or 'Medium' likelihood to occur; and
- A downside scenario in which all principal risks occur simultaneously, including unexpected contractual loss, lower than expected returns from major projects, supply chain failure, delays in customer receipts and unexpected inflationary pressure. This downsize scenario has been used in lieu of a reverse stress test.

Even in the most severe scenarios, when the Group applies reasonable mitigating factors, Mace is still expected to retain sufficient liquidity to operate efficiently and remain within its banking covenants throughout the going concern period.

1. Accounting policies (continued)

Basis of consolidation

The Group financial statements incorporate the results of Mace Finance Limited, its subsidiary undertakings, and the Group's share of the results of joint ventures and joint operations. Subsidiaries are all entities over which the Group has control.

The power over relevant activities, exposure or rights to variable returns from its involvement with an investee, and the ability to influence those returns, are considered when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group until the date that control ceases.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed at the date of exchange. Costs directly attributable to the acquisition are expensed to the income statement. The identifiable assets acquired and liabilities and contingent liabilities assumed in the business combination are measured initially at their fair values at the acquisition date, irrespective of any non-controlling interest. The excess of cost of acquisition over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated but impairment indicators are considered for the asset transferred. Accounting policies of acquired subsidiaries are changed where necessary, to ensure consistency with policies adopted by the Group. All subsidiaries of the Group are included within the consolidated financial statements.

Change in accounting policy

In December 2024, the Company received a letter from the Financial Reporting Council ('FRC') following its review of the Group's 2023 Annual Report and Accounts.

Following completion of this review, which included engagement with the FRC, the Directors have concluded that separate presentation of subsidiary company bank overdrafts and cash balances within the consolidated statement of financial position would be preferable. The Group has therefore chosen to change its accounting policy in respect of offsetting of bank overdrafts and has presented cash held in subsidiary company bank accounts separately from overdrawn amounts in the consolidated statement of financial position with the prior year comparative balances re-presented accordingly.

The consolidated statement of financial position at 31 December 2023 has been restated as follows:

	As previously reported 2023 £'000	Impact of restatement 2023 £'000	Restated 2023 £'000
Current assets			
Cash at bank	175,809	35,791	211,600
Current liabilities			
Bank overdrafts	–	(35,791)	(35,791)

The restatement did not result in any change to reported profit, net assets or cash flows reported for the year ended 31 December 2023 for the Group financial statements.

There was no restatement of the Company position reported for 31 December 2023.

The impact on the opening consolidated statement of financial position as at 1 January 2023 is as follows:

	As previously reported 2022 £'000	Impact of restatement 2022 £'000	Restated 2022 £'000
Current assets			
Cash at bank	153,933	64,664	218,597
Current liabilities			
Bank overdrafts	(50,594)	(64,664)	(115,258)

There was no restatement of the opening Company statement of financial position as at 1 January 2023.

Changes to accounting policies as a result of new standards issued and effective

The Group applied for the first time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2024. The Group has not early adopted any other standards, interpretations or amendments that have been issued but which are not yet effective.

Amendments to IFRS 16 – Lease Liability in a Sale and Leaseback

The amendments in IFRS 16 specify the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains. The amendments have no impact on the Group's financial statements because the Group does not have any sale and leaseback arrangements.

Amendments to IAS 1 – Classification of Liabilities as Current or Non-current

The amendments to IAS 1 specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

— What is meant by a right to defer settlement;
— That a right to defer must exist at the end of the reporting period;
— That classification is unaffected by the likelihood that an entity will exercise its deferral right; and
— That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

In addition, an entity is required to disclose when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within 12 months.

The amendments have resulted in additional disclosures on bank borrowings in note 21, but have not had an impact on the classification of the Group's liabilities.

Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7

The amendments to 'IAS 7 Statement of Cash Flows' and 'IFRS 7 Financial Instruments: Disclosures' clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The amendments had no impact on the Group's financial statements as the Group does not have any supplier finance arrangements.

Standards and interpretations issued but not yet effective

A number of new standards and amendments to existing standards have been published which are mandatory but are not effective for the year ended 31 December 2024. The directors do not anticipate that the adoption of these revised standards and interpretations will have a significant financial impact on the financial statements in the period of initial application.

Revenue and margin recognition

Revenue is measured under IFRS 15 at an amount that reflects the consideration to which the Group expects to be entitled in exchange for the provision of goods or services in the normal course of business, net of discounts, VAT and other sales-related tax. Revenue is recognised in the period in which the performance obligations are satisfied. Margin is calculated by reference to total project revenue less costs incurred to deliver the services. The different contract types are described below with reference to our Engines. The timing of revenue recognition described below could either be in advance or in arrears of billing, resulting in either a contract asset, a contract receivable or a contract liability.

Consult contracts

The Group earns revenue from the provision of services relating to Consult contracts for project and programme management, cost consultancy and advisory services. Revenue is measured under IFRS 15 at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those services in the normal course of business, net of discounts, VAT and other sales related tax.

The Group recognises revenue when it transfers control over a product or service to a customer. Revenue under most contracts is either a fixed fee for a specific service or period of service, or is based on a set hourly/daily rate. Contracts often comprise service or framework agreements, together with specific task orders issued under the terms of the framework agreement. Depending on the nature of the framework agreement and the task orders, each task order may be treated as a separate performance obligation or as a variation on existing performance obligations. An element of variable consideration, assessed for example by reference to identified performance obligations, can be included in the contractual arrangements, and is included in estimated contract revenue based on management's assessment of the likely outcome, but only to the extent that it is highly probable that a significant reversal will not be required when the level of variable consideration is determined.

For fixed-fee service contracts, revenue is recognised over the period of delivery of the service. Total expected revenue is recognised in profit or loss in proportion to the percentage of completion of the performance obligation at the reporting date. The percentage of completion is measured by actual costs incurred in relation to total estimated costs. Estimates of revenues, costs or the extent of progress towards completion are revised if circumstances change. In the Group's view this best reflects the value delivered to the customer in a business that mainly uses human and intellectual capital (of its employees) for completion of the performance obligations.

In the case of fixed-fee contracts, the customer makes payments based upon a contractual payment schedule. If the services rendered by the Group exceed the payments, a contract receivable (accrued revenue) is recognised. If the payments exceed the services rendered, a contract liability (deferred revenue) is recognised. For contracts under which revenue is based solely on a set hourly/daily fee, revenue is normally billed monthly in arrears, and is recognised in the period that the services are delivered by reference to the amount that the Group has a right to invoice in respect of those services. Where a contract is forecast to be loss-making, the full loss is recognised immediately in the income statement.

Construct contracts

A significant percentage of the Group's revenue is derived from construction contracts. The majority of contracts are considered to contain only one performance obligation for the purposes of recognising revenue. While the scope of works may include a number of different components, in the context of construction activities these are usually highly interrelated and produce a combined output for the customer.

Contracts are typically satisfied over time. For fixed price construction contracts and cost reimbursable contracts, progress is measured based on the costs incurred to date as a proportion of the estimated total cost and an assessment of the final contract price.

Variations to the original contract sum are not included in the estimated total contract price until the customer has agreed the revised scope of work. Where the scope has been agreed but the corresponding change in price has not yet been agreed, only the amount that is considered highly probable not to reverse in the future is included in the estimated total contract price. Where delays to the programme of works are anticipated and liquidated damages would be contractually due, the estimated total contract price is reduced accordingly. This is mitigated by expected extensions of time or commercial resolution being achieved only where it is highly probable that this will not lead to a significant reversal in the future.

1. Accounting policies (continued)

Revenue and margin recognition (continued)

In order to recognise the profit over time, it is necessary to estimate the total costs of the contract. These estimates take account of any uncertainties in the cost of work packages which have not yet been let and materials which have not yet been procured, the expected cost of any acceleration of or delays to the programme or changes in the scope of works and the expected cost of any rectification works during the defect liability period. Once the outcome of a construction contract can be estimated reliably, margin is recognised in the income statement in line with the corresponding stage of completion. Where a contract is forecast to be loss-making, the full loss is recognised immediately in the income statement. Where work has been carried out, but right to payment is conditional on final certification of work, the value of the work is recognised as a contract asset. This differs from the classification as contract receivables which relate to accrued income for work performed where the right to payment is unconditional.

Operate contracts (classified as discontinued operations)

Operate contracts include fees for facilities management, helpdesk and consultancy services. Due to the diversity of services delivered, the division uses different types of contracts to suit the different delivery and pricing arrangements.

Fixed price, cost plus and guaranteed maximum price contracts may be used and are all typically accounted for as a single performance obligation. Even when a contract includes an array of different service lines, they are considered to form a single performance obligation, matching the intent of the contract. For fixed price contracts, the Group typically receives payments from the customer based on a contractual schedule of value that reflects the timing, performance of service delivery and achievement of key performance indicators (KPIs). Cost plus contracts will include contractual entitlement to bill clients based on costs incurred plus an agreed mark up or at an agreed charge out rate. Guaranteed maximum price contracts will also be billed on a cost-plus basis but capped at the agreed contractual price. In the event that a guaranteed maximum price contract reaches the capped amount, this is the maximum amount of revenue that can be recognised, unless the maximum price is increased formally through a change control process. Contracts are subject to change, following an agreed change control process, where such changes shall alter the price up or down. In all instances, revenue is recognised over time in accordance with the contract and uninvoiced amounts are presented within contract assets.

Where work has been carried out, but right to payment is conditional on certification of work, the value of the work is recognised as a contract asset. This differs from the classification as contract receivables which relate to accrued income for work performed where the right to payment is unconditional.

Contract costs

Costs to obtain a contract are expensed unless they are incremental, i.e. they would not have been incurred if the contract had not been obtained, and the contract is expected to be sufficiently profitable for them to be recovered. Costs to fulfil a contract are expensed unless they relate to an identified contract, generate or enhance resources that will be used to satisfy the obligations under the contract in future years and the contract is expected to be sufficiently profitable for them to be recovered. Where costs are capitalised, they are amortised over the shorter of the period for which revenue and profit can be forecast with reasonable certainty and the duration of the contract except where the contract becomes loss making. If the contract becomes loss making, all capitalised costs related to that contract are expensed immediately.

Development contracts

The Group delivers development management as a service and develops real estate assets. Contracts for development management services are typically treated as having one performance obligation but may be priced based on time and materials, a fixed fee or a variable fee based on total project cost. Revenue is calculated on the same basis as the Consult contracts detailed above. Development contracts may include performance obligations delivered at a point in time, in which case revenue is recognised at the point, otherwise they will be treated as being delivered over time in accordance with typical ongoing service type contracts.

Revenue deriving from the sale of land or property is recognised when control has been passed to the buyer, the amount of revenue can be measured reliably and it is probable that the economic benefits associated with the transaction will flow to the Group. Sale of goods revenue is recognised at legal completion in respect of the total proceeds of building and development. Revenue is measured at an amount that reflects the consideration to which the Group expects to be entitled in exchange for the property, net of discounts and VAT. Cost of sales is also recognised at legal completion, when the goods are sold, and until then the costs are recorded within Development work in progress on the balance sheet.

Group leasing arrangements as a lessor

Income from leases where a member of the Mace Group is a lessor is covered in the accounting policy for leases.

Financing component

The Group usually does not have any significant contracts where the period between the transfer of the promised services to the customer and the payment by the customer, as contractually agreed, exceeds one year. If applicable, the transaction price is adjusted for the time value of money. Due to the nature of the Group's operations, some contracts entitle clients to hold retentions in respect of projects in progress or completed projects. The purpose of retentions is to provide security to the customer in relation to the project and does not indicate there is significant financing component within the contract.

Agent versus principal

For each performance obligation, the Group assesses whether the nature of its commitments is to provide the services itself, or to arrange those services to be provided by another party. The Group assesses whether it controls the specified services before they are delivered to the customer.

The Group is typically a principal in the case of subcontracted work, as the Group is primarily responsible for fulfilling the obligation to provide the specified services and bears primary responsibility for meeting customer specifications and has discretion in establishing the price to be charged to the customer. When the Group acts as an agent, only the fee or commission is recognised on a net basis in revenues.

Government grants

Government grants are recognised when there is reasonable assurance that the conditions will be met. Government grants are either recorded in other income or reported to offset the relevant cost, depending on the type of grant. Government grants are recognised to match the associated cost other than where expenditure has already been incurred, in which case they are recorded in the profit and loss immediately. Where government grants are repaid to clients, this is recorded as a reduction in revenue. Where government loans have not yet been approved as grants, these are reported as a loan balance within loans and borrowings on the balance sheet. No government grants have been received in relation to assets.

Other income

Other income is income derived from activities unrelated to the main focus of the business, such as rental income, management fees or income from government grants where relevant.

Divisional information

IFRS 8 requires an entity whose debt or equity securities are publicly traded to disclose information to enable users of its financial statements to evaluate the nature and financial effects of the different business activities in which it engages and the different economic environments in which it operates. Although Mace is not required to report segmental information, divisional information has been included in these financial statements to provide more detail on the financial results of the main operating divisions or engines. Operating divisions are reported in a manner consistent with the internal reporting provided to the Board. The Board is responsible for allocating resources and assessing performance of the operating divisions.

The Group has presented disaggregation in line with the divisional analysis as shown in note 4. Material differences in risk between the different revenue streams have been captured by the Group's operating divisions as this best depicts how the nature, timing and amount of revenue and cash flows are affected by economic factors. Once identified as asset held for sale, intangible assets and property, plant and equipment are no longer amortised or depreciated and any investments recognised using the equity method are no longer equity accounted.

Discontinued operations

A discontinued operation is a part of the Group that has either been sold or has been categorised as held for sale and which:

— Represents a major line of business or a geographical area of operations;

— Is part of a single coordinated plan to dispose of a separate, major line of business or geographical area of operations; or

— Is a subsidiary acquired exclusively with a view to resale.

If an operation is classified as a discontinued operation, the consolidated statement of comprehensive income as well as the data relating to it for the comparative year is adjusted so that it was as if the operation had been discontinued from the start of the comparative year.

On 1 November 2023 the Group entered into an agreement to sell its 100% stake in Mace Operate Limited and its subsidiaries and joint ventures ('Mace Operate'), comprising its facility management business (the 'Transaction'). The Transaction completed on 1 November 2023 and Mace does not hold any remaining interest in Mace Operate. In accordance with IFRS 5 'Non-current Assets Held for Sale and Discontinued Operations', from 1 November 2023 the Group has classified Mace Operate as a discontinued operation. Refer to note 22 for further details on discontinued operations.

Goodwill and other intangible assets

Goodwill represents the future economic benefits arising from assets acquired in a business combination that are not individually identified and separately recognised. Goodwill is carried at cost less accumulated impairment losses.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash generating units (CGU) expected to benefit from the synergies of the combination. CGUs to which the goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount or future economic benefits from the CGU is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period. On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Software is recognised as an intangible asset. It is recognised at cost less accumulated amortisation and impairment losses. Amortisation is recognised on a straight-line basis over its estimated useful life. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on prospective basis. The estimated useful lives for the Group's finite life intangible assets are 3, 5 or 10 years depending on the expected useful economic life of the intangible assets. Amortisation is recognised in administrative expenses. Amortisation of intangible assets commences once the asset is in the condition and location to be used as intended by management. Assets under construction are not amortised.

Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any recognised impairment loss. Depreciation of tangible fixed assets commences once the asset is in the condition and location to be used as intended by management. Assets under construction are not depreciated.

Depreciation is calculated so as to write off the cost of a tangible asset less its estimated residual value over the estimated useful economic life of that asset on the following basis:

Right-of-use assets	Over the period of the lease, to the break clause assumption
Leasehold improvements	Over the period of the lease on a straight-line basis, to the first break clause
Plant, motor vehicles and equipment	10% to 20% per annum on a straight-line basis
Computer equipment	25% per annum on a straight-line basis
Freehold property	5% per annum on a straight-line basis

Depreciation of property, plant and equipment and right-of-use assets is recognised under cost of sales when the related asset is directly linked to a specific revenue-generating project and under administrative expenses when the related asset is not linked to any revenue-generating projects. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or scrappage of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

1. Accounting policies (continued)

Impairment of property, plant and equipment and intangible assets excluding goodwill
Property, plant and equipment and intangible assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable, or where there is any indication that an impairment loss recognised in a previous period either no longer exists or has decreased. When a review for impairment is conducted, the recoverable amount of an asset or a CGU is determined as the higher of fair value less costs to sell and value in use. The value in use estimate is calculated using discounted cash flows and reviews in conjunction with the carrying amounts of tangible and intangible assets. Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the CGU to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual CGUs, or they are allocated to the smallest group of CGUs for which a reasonable and consistent allocation basis can be identified. An intangible asset with an indefinite useful life is tested for impairment at least annually and whenever there is an indication that the asset may be impaired.

Leases
Where the Company is a lessee, a right-of-use asset and lease liability are recognised at the outset of the lease. The lease liability is initially measured at the present value of the lease payments that are not paid at that date based on the Group's expectations of the likelihood of lease extension or break options being exercised. The lease liability is subsequently adjusted to reflect imputed interest, payments made to the lessor and any lease modifications. The right-of-use asset is initially measured at cost, which comprises the amount of the lease liability, any lease payments made at or before the commencement date, less any lease incentives received, any initial direct costs incurred by the Group and an estimate of any costs that are expected to be incurred at the end of the lease to dismantle or restore the asset. The right-of-use asset is subsequently depreciated in accordance with the Group's accounting policy on property, plant and equipment. The right-of-use asset is also reviewed for impairment. The amount charged to the income statement comprises the depreciation of the right-of-use asset and the imputed interest on the lease liability. Where a lease is for a term of less than 12 months or the lease is of a low value, the lease cost is recorded as an expense in the income statement when the cost is incurred. Where the Company is a lessor, rental income from operating leases is recognised on a straight-line basis over the term of the lease. Lease income is not considered as part of the core operations of the business, so it is recognised in other income.

Retirement benefit costs
The Group contributes to the personal pension plans of certain employees on a defined contribution basis. The assets of these schemes are held in independently administered funds. The pension cost charged in the financial statements represents the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either prepayments or accruals in the statement of financial position.

Post-employment benefits
In some areas where Mace operates, there is a legal requirement to pay an end of service benefit to employees at the end of their employment if they have completed at least one year of employment. The obligation is accounted for as a defined benefit post-employment plan with the expected liability accrued over the term of employment. Remeasurements, comprising actuarial gains and losses, are recognised immediately in the statement of financial position with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Cash-settled share-based payment transactions
Some executive directors and senior managers have been granted share appreciation rights in return for service. The scheme grants the individual a right to a future cash payment equal to the increase in share price between the grant date and the settlement date. The share appreciation rights are accounted for as a cash-settled share-based payment scheme. The fair value of the liability is determined by reference to the fair value of the underlying shares granted and the expected remaining period to settlement. At the grant date and the end of each reporting period, the fair value of the share appreciation rights is remeasured and any change in the fair value of the liability is recognised in the period as a share-based payment expense, with a corresponding increase in liabilities.

Other long-term employee benefits
Long-term incentive plans have been introduced and aim to provide long-term incentives to Group Executive Committee (GEC) members who are not shareholders. The expected cost is recognised only when: 1) the Group has a legal or constructive obligation to make such payments as a result of past events; and 2) a reliable estimate of the obligation can be made.

Part of the benefits are expected to be settled within 12 months and remaining benefits more than 12 months after the reporting period, and the amount is classified as 'long-term incentive accrual' under trade and other payables.

Taxation
The tax expense represents the sum of the tax currently payable and deferred tax. The current tax payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using the tax rates prevailing in the year.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit and is accounted for using the statement of financial position liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences; deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax is calculated at the tax rates that have been enacted or substantively enacted at the statement of financial position date. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity. When current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Development work in progress
Development work in progress is held in relation to Development contracts. Development work in progress is initially stated at cost and then held as the lower of this initial amount and net realisable value. Cost comprises direct materials and, where applicable, direct labour and those overheads that have been incurred in bringing work in progress to its present condition. Cost also includes interest incurred on external borrowings funding the projects, where these are qualifying assets under the IAS 23 requirements for capitalisation of borrowing costs. Net realisable value represents the estimated selling price less all estimated costs of completion.

Financial instruments
Financial assets and financial liabilities are recognised on the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instrument. The principal financial assets and liabilities of the Group are as follows.

a) Financial assets at amortised cost
Trade and other receivables and development loan to joint venture are initially recognised at their transaction price and are subsequently measured at amortised cost less any allowance for expected credit losses. Interest recognised on overdue trade receivables is recognised as other income, within operating profit.

The Group recognises lifetime expected credit losses for trade receivables and contract assets. The expected credit losses on trade receivables and contract assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as anticipated future trading conditions at the reporting date.

The purpose of the development loan to joint venture is to fund related developments with interest rates and commercial terms at arm's length. The related loan covenants are assessed based on the activities and financial performance of the development. Management has assessed all relevant factors and considers that the loan to joint venture does not form part of the Group's net investment in the joint venture and the loan to be reported as a separate financial statement line item as financial assets at amortised cost. Therefore, the development loan to the joint venture is initially recognised at its transaction price and subsequently measured at amortised cost less any allowance for expected credit losses. The Group recognises lifetime expected credit losses in relation to the development loan to the joint venture and the expected credit losses on the development loan to the joint venture are estimated using costs to complete and the recoverable value of the corresponding valuation of the joint venture's development work in progress. Due to the impairment of the joint venture loan receivable to the recoverable amount, further interest income is considered to be irrecoverable and the related interest receivable is impaired immediately after recognition.

b) Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits with a maturity of three months or less at inception. Bank overdrafts are presented as current liabilities to the extent that there is no right of offset with cash balances.

c) Investments
Investments in subsidiary undertakings are stated at cost less any provision for impairment. Any contingent consideration is recognised as an accrual at the acquisition date and is measured at the present value of the expected settlement using a pre-tax discount rate that reflects a current market assessment of the time value of money. The increase in the accrual due to the passage of time is recognised as an interest expense. Any change to the value of contingent consideration identified within 12 months from the acquisition date is reflected in the original cost of the investment if it is a measurement adjustment as defined in IFRS 3. Subsequent changes to the value of contingent consideration are reflected in the statement of comprehensive income.

Subsidiaries are all entities over which the Group has control. This is usually where the Group has a shareholding of more than 50% but other aspects of the relevant arrangements can also give rise to control.

Where the Company or its subsidiaries has significant influence over an entity, normally being more than 20% and less than 50%, then that investment is classified as an associate and is equity accounted for. Joint arrangements in legal entities are classified as joint ventures and are equity accounted for. An equity investment is initially recorded at cost and is subsequently adjusted to reflect the share of the net profit or loss.

Where the joint arrangement is not structured through a separate vehicle it will normally be classified as joint operations. This applies to most of the unincorporated joint arrangements in note 29 other than Dubai Expo 2020, which is structured through a separate vehicle so is treated as a joint venture and amounts are recognised in relation to interest in the joint operation. The Group also assesses the legal form and contractual arrangement between the parties to determine whether the Group has the direct rights to the assets, and obligations for the liabilities of the arrangement. Joint operations accounting includes recognising assets and liabilities based on the Group's share of any assets and liabilities held jointly, recognising revenue from the sale of the Group's share of the output of the joint operation and the Group's share of any expenses incurred jointly.

The Company assesses investments for impairment whenever events or changes in circumstances indicate that the carrying value of an investment may have reduced. If any such indication exists, the Company makes an estimate of the recoverable amount. The recoverable amount is the higher of fair value less costs to sell and value in use. Value in use represents the discounted net present value of expected future cash flows. If the recoverable amount is less than the value of the investment, the investment is considered to be impaired and is written down to its recoverable amount and an impairment loss is recognised immediately in the statement of comprehensive income of the Company.

d) Other investments
This category includes an investment in Finsbury Tower that is an equity investment carried in the statement of financial position at fair value with changes in fair value recognised in the Consolidated Statement of Comprehensive Income as part of operating profit (FVTPL).

e) Trade and other payables
Trade and other payables are not interest bearing and are stated initially at fair value and subsequently held at amortised cost.

1. Accounting policies (continued)

Financial instruments (continued)

f) Bank overdrafts and other borrowings

Interest bearing borrowings are recorded at fair value (which is typically equivalent to the proceeds received) net of direct issue costs and are subsequently measured at amortised cost. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are accounted for at amortised cost and on an accruals basis in the statement of comprehensive income using the effective interest method. Interest is added to the carrying value of the instrument to the extent that it is not settled in the period in which it arises.

g) Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations rather than the financial instrument's legal form. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. The Company has guaranteed the liabilities of certain subsidiaries included within note 30.

h) Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received net of direct issue costs.

i) Derivative financial instruments

Financial assets and liabilities are recognised on the Group's statement of financial position when the Group becomes party to the contractual provision of the instrument. The Group uses derivative financial instruments to manage its exposure to foreign exchange risks. In accordance with its treasury policy, the Group does not hold or issue derivative financial instruments for trading purposes. As the Group has not adopted hedge accounting, changes in the fair value of derivative contracts are recognised through profit and loss.

j) Operating cycle

The statement of financial position classifies the Group and Company's assets and liabilities as either current or non-current. In respect of the Group's Construct business, contract related balances are typically classified as current when management expects these to be settled within its normal operating cycle. Management has determined that the normal operating cycle for the Construct business is 43 months (2023: 42 months), being the typical length of a construction contract. For the Group's Consult business, management has determined that the normal operating cycle for the Consult business is 12 months (2023: 12 months). Certain Consult projects have a project length longer than 12 months. Any related assets and liabilities that are expected to be recovered or settled more than 12 months after the year end, will be presented as non-current.

Foreign currencies

Transactions denominated in foreign currencies are recorded at the exchange rates in effect when they take place. Resulting foreign currency denominated assets and liabilities are translated at the exchange rates at the reporting date. Exchange differences arising from foreign currency transactions are reflected in the income statement. The assets and liabilities of overseas subsidiary undertakings are translated at the rate of exchange at the reporting date. Trading profits or losses are translated at average rates prevailing during the accounting period. Differences on exchange arising from the retranslation of net investments in overseas subsidiary undertakings at the year-end rates are recognised in other comprehensive income. All other translation differences are reflected in the income statement. Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

Provisions

Provisions for legal claims, defects and warranties and other onerous commitments are recognised at the best estimate of the expenditure required to settle the Group's liability. Provisions are recognised when: i) the Group has a present legal or constructive obligation as a result of a past event; ii) it is probable that an outflow of resources will be required to settle the obligation; and iii) the amount of the obligation can be estimated reliably. Any insurance claims against third parties resulting from legal claims, defects and warranties follow the accounting policy for contingent assets below.

Onerous contract provisions arise when the unavoidable costs of meeting contractual obligations exceed the remuneration expected to be received. Unavoidable costs include total contract costs together with an allocation of other costs that relate directly to fulfilling contracts. The provision is calculated as the lower of the termination costs payable for an early exit and the best estimate of net cost to fulfil the Group's unavoidable contract obligations.

Contingent liabilities

Contingent liabilities are possible obligations arising from past events. The existence of which will only be confirmed by future uncertain events that are not wholly in the Group's control, or present obligations where it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably. If the outflow of economic resources is not considered remote, contingent liabilities are disclosed but not recognised in the financial statements.

Contingent assets

Contingent assets are possible assets that arise from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly in the Group's control. Insurance claims are recognised as an asset under IAS 37 when the economic benefit arising from the claims is virtually certain and disclosed as contingent asset when the inflow of economic benefits has become probable. It is probable that these amounts will be recognised in future periods when the uncertainty over their recoverability has been removed.

Insurance contracts

The Group has provided parent company guarantees to certain subsidiary companies. These parent company guarantees provide security to the end customer should the subsidiary company fail to execute their contractual obligations. The parent company guarantee agreement fulfils the definition of an insurance contract under IFRS 17 and is measured based on the fulfilment cash flows defined under IFRS 17. Any provisions related to intra-group insurance contracts are eliminated in the Group financial statements.

Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an Annual General Meeting.

Use of non-GAAP measures

In the reporting of financial information, the Group uses certain measures that are not required under IFRS, the Generally Accepted Accounting Principles (GAAP) under which the Group reports. The Group believes that operating profit before exceptional items provides additional useful information on underlying trends to the users of the financial statements. This non-GAAP measure is used by the Group for internal performance analysis. The terms 'exceptional items' and 'operating profit before exceptional items' are not defined terms under IFRS and may therefore not be comparable with similarly titled measures reported by other companies. They are not intended to be a substitute for, or superior to, GAAP measures. The separate reporting of exceptional items, which are presented as exceptional within their relevant income statement category, helps to provide an indication of the Group's underlying business performance. The principal items which are included as exceptional items are non-trading items such as profits and losses on the disposal, closure or impairment of subsidiaries, joint ventures, associates, joint operations and investments or other exceptional write-offs or impairments. The term 'operating profit before exceptional items' refers to the relevant measure being reported for continuing operations excluding exceptional items.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and related disclosure of contingent assets and liabilities. Estimates and judgements are continually made and based on historic experience and other factors, including expectations of future events that are believed to be reasonable in the circumstances. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates. The directors believe the following to be key areas of estimation and judgement.

2. Significant accounting estimates and judgements and key sources of uncertainty

Sources of estimation uncertainty:

a) Revenue and cost to complete

Although the main contract estimation risk lies within the Group's fixed price construction contracts, judgements are also made regarding the level of disallowable costs incurred on cost reimbursable contracts which directly impact the revenue recognised.

To determine the revenue that the Group recognises on its fixed price construction contracts in the reporting period, the Group has to assess the final contract value, the anticipated costs to complete, and the costs incurred as at the year end, each of which require a degree of estimation.

Final contract value

The valuation of the contract requires professional judgement and estimation, owing to continuous modifications throughout the duration of the project. These modifications may occur due to alterations to the scope of work, changes in the valuation of existing scope, or amendments to the project programme.

At year end, the estimation of final contract value includes assessments of the recovery of variations which have yet to be agreed with the client, but met the criteria set out in the Group's accounting policies and are in accordance with IFRS 15 'Revenue from Contracts with Customers'. The variable consideration recognised is the amount which is highly probable not to result in a significant reversal in the future. At the reporting date, revenue recognised in respect of unagreed variations, across a significant sample of projects representing 61% of 2024 Construct revenue (2023: 69%), accounted for 1.72% (2023: 0.17%) of total contract revenue.

In certain instances, the overall contract value may include amounts determined by qualified experts of the Group regarding the recovery of claims and compensation events, provided it is highly probable that recognition of these amounts will not lead to significant future reversals. Additionally, management is required to estimate the potential value of any liquidated damages that may be levied due to non-compliance with contractual obligations.

Anticipated costs to complete

The largest components of the costs to complete are the agreed subcontract sums, which have a low level of estimation uncertainty. The costs to complete may also include provisional sums and provisions for cost, both of which require estimation and judgement. Provisional sums arise when no subcontract has been entered into at the contract date, and so estimates of the likely cost are required for the purposes of establishing costs to complete, until such time that subcontracts are entered into and the ultimate cost can be determined. Generally provisional sums are a minor component of the overall contract value, due to the inherent risk of entering into contracts without having certainty of the outturn cost.

However, as with the assessment of final contract value, the estimation of costs to complete includes assessments, made by qualified experts of the Group, of the recovery of variations which have yet to be agreed with the subcontractor.

Costs incurred as at the year end

Costs incurred as at the year-end consist of amounts for works that have been certified and invoiced, and amounts for works completed but not yet certified. Qualified experts estimate the value of completed works reflected in costs incurred at year-end and, consequently, the percentage of completion of the contractual obligations. The assessment of works completed at a specific point in time necessitates estimation and professional judgement.

In the normal course of business, disagreements can arise between the Group and its customers and/or subcontractors on the contractual entitlement to, and/or valuation of, contract variations and loss and expense claims, impacting the assessment of final contract value, anticipated contract costs, and costs incurred as at the year end.

The Group formulates its best estimate of the final contract positions based on the commercial discussions with the clients and subcontractors, supported by Group and/or third-party expert analysis. The risks associated with this uncertainty are mitigated by the cumulative judgements and estimates made across the Group's portfolio of fixed price construction contracts, group level controls designed to challenge the judgements and estimates taken, and management's experience valuing contract positions.

2. Significant accounting estimates and judgements and key sources of uncertainty (continued)

Sources of estimation uncertainty (continued)**:**

b) Contract provisions

Contract provisions are made in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets and are measured at the best estimate of the expenditure required to settle obligations present at the reporting date. Contract provisions may include estimates of remediation works that could be required where defects are present or where insurance claims have been made. The assessment of this cost at each year end is based on best estimates made by experienced senior managers, on an individual contract basis and with reference to relevant contract provisions and insurance excess premiums. The range of potential outcomes on contract provisions as a result of uncertain future events could result in a materially positive or negative swing to profitability and cash flow. Where the cost cannot be measured reliably and the likelihood of incurring the cost is only considered possible rather than probable, estimated amounts are disclosed as contingent liabilities, details of which are disclosed in note 20. Due to the level of uncertainty, and the combination of variables and timings across a large portfolio of complex contracts, it is impractical to provide a quantitative analysis of the sensitivity of estimates that are applied.

Recoveries of these amounts from insurers or third parties are treated as a deduction of cost rather than as revenue and are only recognised when recovery is deemed to be virtually certain. Management mitigates the degree of uncertainty by ensuring estimates of recovery are produced by suitably qualified individuals and are subject to thorough review by senior management. Insurance recoveries that are considered probably recoverable but not virtually certain are disclosed as contingent assets. Details of contingent assets recognised in the year in relation to insurance matters are disclosed in note 20.

c) Valuation of development work in progress and impairment of loan to joint venture

The key estimates in determining the net realisable value of land and work in progress are estimates of costs to complete; and the recoverable value.

These assessments include a degree of uncertainty. Reliance is placed on third-party valuations when assessing the market value at the balance sheet date. These valuations are compared against the carrying amount of the asset. Where the carrying amount is higher than the net realisable value, write-downs of land and work in progress may be necessary. The same estimates extend to the carrying amount of the loan to joint venture as the repayment of the loan is dependent on the valuation of the joint venture's development work in progress. The balance of work in progress assets and the loan to the joint venture at the balance sheet date are detailed in the development work in progress note 18. The work in progress assets reported by the joint venture have been written down to net realisable value and are therefore sensitive to changes in market conditions impacting the valuation. A reduction in market value will therefore result in further impairment of the loan receivable from the joint venture. A change in market conditions is not expected to have a material impact on other balances in work in progress at the balance sheet date.

d) Goodwill

The Group has significant goodwill in respect of its Consult and Construct CGUs. Determining whether the related goodwill is impaired requires an estimation of the value in use of the CGUs to which the goodwill has been allocated. The value requires an estimate to be made of the timing and amount of future cash flows expected to arise from the CGU and the application of a suitable discount rate in order to calculate the net present value. Cash flow forecasts for the next five years are based on the Group's budgets and forecasts.

Other key inputs in the assessments are revenue growth, operating margin and discount rates. The significant assumptions are set out in note 14.

e) Fair value of investments

The investment in Finsbury Tower is valued at fair value using a discounted cash flow approach, the inputs of which are determined using forecasts where management judgement is applied in relation to assumptions on the timing for completion and exiting the investment, as well as the estimated rental amount and the expected rental yields used for determining the value of the return on investment. A £3.6m undiscounted loss on investment is based on the expected rental yield and the assumption of realising the investment in early 2027, factoring in the potential for delays with a project of this scale. The timing for completion and exiting the investment, and the expected rental yields, are considered significant assumptions. A one-year advance in the exit date would result in a reduction of loss by up to £0.47m. A one-year delay in the exit date assumption would increase the loss by £0.43m. A decrease in the exit yield in completion of 0.25% would also increase the value of the investment by £1.3m. An increase in the exit yield of 0.25% would also decrease the value of the investment by £1.5m. The movements on investments in the year, including fair value adjustments, are presented in the investment note 15.

f) Contingent liabilities and contingent assets

Provisions are made using the directors' best judgements and estimates of known legal claims, investigations and legal actions relating to the Group which are considered more likely than not to result in an outflow of economic benefit. If the directors consider that a claim, investigation or action relating to the Group is unlikely to succeed, no provision is made. In the unlikely event that the directors cannot make a reliable estimate of a potential, material obligation, no provision is made but details of the claim are disclosed as a contingent liability. At 31 December 2024, the Company and Group had no contingent liabilities in relation to claims (2023: £nil).

The Group discloses contingent assets in relation to claims against third parties for the reimbursement of costs on construction contracts. As at 31 December 2024, there were no ongoing matters that are disclosed as contingent assets (2023: nil). Under IAS 37 these amounts may only be recognised when the economic benefit arising from the claims is virtually certain. It is probable that these amounts will be recognised in future periods when the uncertainty over their recoverability has been removed.

Judgements made in applying accounting policies:

a) Exceptional items

Exceptional items are reported separately in order to calculate adjusted results, as the Group believes these adjusted measures provide additional useful information on continuing performance and trends. Judgement is required in determining whether an item should be classified as an exceptional item. The definition of exceptional items is outlined in note 1.

3. Financial risk management

General

The Group has exposure to the following financial risks from its contracts with clients and suppliers and its use of financial instruments:

a) Interest rate risk;

b) Credit risk;

c) Liquidity risks; and

d) Foreign currency and exchange rate risk.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Group's risk management programme focuses on the unpredictability of financial markets and the markets in which the Group operates, and seeks to minimise potential adverse effects on the Group's financial performance.

The Group and Company operate within financial risk policies and procedures approved by the Board. It is, and has been throughout the year, the Group's policy that no trading in financial instruments shall be undertaken. The Board provides written principles for overall risk management, as well as written policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity. The Group and Company financial instruments principally comprise bank borrowings, cash and cash equivalents, receivables and payables.

a) Interest rate risk

On 9 January 2024 the Company extended a £10m unsecured three-year revolving credit facility from BBVA until January 2026.

On 25 July 2024 the Company procured two four-year committed liquidity facilities. The two facilities are:

— A £18m unsecured commercial facility from J.P.Morgan Chase; and

— A £72m unsecured loan facility provided by J.P.Morgan Chase and with the support from the UK Export Finance.

The facilities are guaranteed by the Company and the material subsidiaries of the Company. The balance of external debt before unamortised loan fees as at 31 December 2024 was £90m (2023: £50m). The balance of £50m unsecured loan facility provided by J.P.Morgan as at 31 December 2023 has been repaid in 2024. The BBVA facility was undrawn as at 31 December 2024.

The interest rates that are applied to liquidity facilities are calculated as SONIA plus a margin. Therefore the interest rates are variable. A 1% increase in SONIA in the year ended 31 December 2024 would have decreased equity and profit or loss by £0.7m and £0.7m respectively.

As at 31 December 2024 the Company had director loans, shareholder loans and ex-shareholder loan and related unpaid interest with an assessable value of £25.5m (2023: £nil). The interest rates of director loans, shareholder loans and ex-shareholder loan are fixed. Loans due to directors, shareholders and ex-shareholder are unsecured, repayable depending on the future performance of the Group, and bear interest at a rate of 12%.

b) Credit risk

The Group's credit risk is primarily attributable to its trade receivables and other current assets with the exception of cash and cash equivalents, which are predominantly held with J.P.Morgan Chase, in respect of which, the credit risk arising is considered to be low. The maximum exposure to credit risk at the reporting date is the book value of each class of receivable listed in note 17.

The amount of trade receivables presented in the consolidated balance sheet is net of expected credit losses. The Group applies the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance for all trade receivables, contract assets and contract receivables. The Group applies the IFRS 9 general approach to measuring expected credit losses for the development loan to joint venture.

To measure expected credit losses, trade receivables, contract assets and contract receivables have been grouped based on shared or similar credit risk characteristics and the days past due that the Group has determined to be relevant based on geographical location and customer profile.

The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables. Therefore, the Group has concluded that the expected loss rates for the 'not yet due' category is a reasonable approximation of the loss rates for the contract assets. The provision rate across the Group ranges from 0% to 20% (2023: 0% to 6%).

The expected loss rates are based on a 12-month rolling assessment, on the payment profiles of credit sales over a period of 24 months ending on 31 December 2024 and the credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified customer type, the sector and geographical location of the customer, and the economic outlook to be the most relevant factors. Accordingly historical loss rates are adjusted based on expected changes in credit risk associated with these factors.

Accordingly, provisions for expected credit losses amounted to £2.1m (2023: £3.2m) in respect of total overdue trade receivables of £70.7m (2023: £54.9m). The expected credit loss for contract receivables is not material. The ageing of the debt is included in note 17.

Due to the nature of the Group's operations, some contracts entitle clients to hold retentions in respect of projects in progress or completed projects. Retentions held by clients at 31 December 2024 were £131.2m (2023: £107.7m). The Group manages the collection of retentions throughout the duration of projects and during its post completion project monitoring procedures which ensure that potential issues that could lead to the non-payment of retentions are identified and addressed promptly. At the reporting date £72.1m (2023: £42.2m) of retentions held by clients were due in more than one year under the terms of the relevant contracts. Unlike trade receivables, the ageing of these balances is not an indicator of impairment and hence recoverability has been assessed based on the individual characteristics of the contract counterparty and the nature of the project, as well as the current and future anticipated trading conditions. Accordingly, the directors believe that no significant credit provision is required on these balances.

3. Financial risk management (continued)

General (continued)

b) Credit risk (continued)

Credit risk also arises for the Company by virtue of the receivables due from related parties, being other Group companies. The assessment of credit risk relating to these receivables is performed on a regular basis, specifically with reference to the future viability of the entity's ability to repay the amounts owed. In the event that the entity is unlikely to generate sufficient cash to repay the amount owed, the Company will impair or write off the amount in the reporting period. Credit risk in regard to related parties is managed carefully as part of the Group's wider capital management policy.

Of the amounts owed by related parties, the receivable owed by the Botley joint venture in respect of shareholder loan and accrued interest attracts the highest concentration of credit risk, due to the size and nature of the investment. At the balance sheet date, the Group was owed £81.9m (2023: £88.2m) by the Botley group of companies. Following a valuation exercise that was informed by the work of a third-party valuer, the directors have provided £55.9m (2023: £54.5m) against the loans and interest. Details of the valuation of loan to joint venture can be found in note 2.

At the reporting date, there were no trade and other receivables which have had renegotiated terms that would otherwise have been past due.

c) Liquidity risk

The Group seeks to manage liquidity risk to ensure sufficient liquidity is available to meet the requirements of the business and to invest cash assets safely and profitably. The Board reviews available cash regularly to ensure there are sufficient resources for working capital requirements. The following table summarises the maturities of the Group's undiscounted financial liabilities at the reporting date, based on contractual payment dates.

	31 December 2024 £000s			
	Less than 1 year	**1 to 5 years**	**More than 5 years**	**Total**
Trade and other payables	**825,936**	**–**	**96**	**826,032**
Contract liabilities: purchase retentions	**55,960**	**44,848**	**–**	**100,808**
Bank borrowings	**7,500**	**82,500**	**–**	**90,000**
Director loans	**–**	**14,280**	**–**	**14,280**
Shareholder loans and ex-shareholder loan	**–**	**11,220**	**–**	**11,220**
Accrued interest on bank borrowings	**1,408**	**–**	**–**	**1,408**
Lease liabilities	**8,060**	**21,523**	**7,763**	**37,346**
Total	**898,864**	**174,371**	**7,859**	**1,081,094**

	31 December 2023 £000s			
	Less than 1 year	1 to 5 years	More than 5 years	Total
Trade and other payables	596,419	1,199	–	597,618
Contract liabilities: purchase retentions	60,342	26,306	1	86,649
Bank borrowings	–	50,000	–	50,000
Accrued interest on bank borrowings	606	–	–	606
Lease liabilities	6,840	19,833	14,978	41,651
Total	664,207	97,338	14,979	776,524

d) Foreign currency and exchange rate risks

Due to the Group's geographical spread it is exposed to changes in national economic conditions, exchange rate fluctuations and local trading restrictions. However, the Group employs local people and suppliers and has established local operating companies in each of its global hubs so that its exposure to exchange rate changes can be managed and it can maintain the necessary knowledge of local business environments.

The Group has certain investments in foreign operations, whose net assets are exposed to foreign currency translation risk. A 10% strengthening of sterling against the following currencies at 31 December 2024 and 2023 would have decreased equity and profit or loss by the following amounts:

	2024 £000s		2023 £000s	
	Profit or loss	**Equity**	Profit or loss	Equity
Canadian Dollar	**(459)**	**(370)**	(307)	(316)
United Arab Emirates Dirham	**(480)**	**(1,981)**	(184)	(1,464)
Peruvian Nuevo Sol	**(604)**	**(723)**	(577)	(875)
Euro	**4,271**	**2,775**	(1,114)	(2,048)
United States Dollar	**57**	**(1,214)**	(169)	(1,183)
Saudi Riyal	**(1,201)**	**(2,449)**	(989)	(1,235)
Icelandic Krona	**(187)**	**(725)**	(129)	(537)

A 10% weakening of sterling against these currencies would have an opposite effect. A common analysis basis has been applied for both 2024 and 2023. This analysis assumes that all other variables, particularly interest rates, remain unchanged. The sensitivity is regarded as being representative of the risks to which the Group was exposed during the year.

At 31 December 2024, the Group held AED 59.5m, SAR 41.4m, CAD 10.0m, PHP 206.2m and CHF 3.0m and some smaller foreign currency balances in cash at bank. A 10% strengthening of sterling against these currencies at 31 December 2024 would have resulted in losses of £1.3m, £0.9m, £0.6m, £0.3m, and £0.3m, respectively.

At 31 December 2023, the Group held EUR 61.4m, SAR 34.3m, USD 8.9m, CAD 6.6m and CHF 3.7m and some smaller foreign currency balances in cash at bank. A 10% strengthening of sterling against these currencies at 31 December 2023 would have resulted in losses of £5.3m, £0.7m, £0.7m, £0.4m, and £0.3m, respectively.

Capital management

The Group's policy is to maintain and develop a strong and flexible capital base in order to maintain investor and creditor confidence. Similar policies apply to individual business divisions so as to minimise demands for routine trading activities on finance obtained at Group level. The capital structure of the Group consists of cash and cash equivalents, equity and debt. At 31 December 2024 the Group had £90m external debt before unamortised loan fees, excluding overdrafts and lease liabilities (2023: £50m), and shareholder loans, ex-shareholder loan and director loans of £25.5m (2023: £nil). Shareholder loans, ex-shareholder loan and director loans have been raised in 2024 to enable the Group to purchase its own shares.

The Group is funded by ordinary shares, retained profits, and external borrowing. In 2024 the Group entered into two banking facilities and extended a revolving credit facility. The Group and Company's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, in order to provide returns for shareholders and benefits for other stakeholders, and to maintain a robust and efficient capital structure. The capital requirements of the Group's activities differ, property development typically requires equity and debt, consultancy typically requires working capital, and construction is typically cash generative. The economic cycle of each business is different. The Group manages its capital taking these differing requirements into account. The Group's liquidity facilities are subject to interest cover and gearing covenants, both of which were met at the signing date.

3. Financial risk management (continued)

Fair values

The investment in Finsbury Tower (note 15: other investments), represents an investment in 8.1% of the ordinary shares of the company that owns a development scheme. The shares have no voting rights. As there is no control or significant influence in this investment, it is classified as an equity investment under IFRS 9 and held at fair value. The valuation as at 31 December 2024 is based on a level 3 hierarchy, given there is no observable input for the asset in 2024. The valuation was based on a discounted cash flow approach, referencing estimated rental amounts and rental yield from the investment to the Group, which is expected to be what a similar market participant would achieve from the investment. The investment has been reviewed and revalued at the year end. Based on latest forecasts there has been a reduction of £0.87m in the carrying value at 31 December 2024. There is no difference between the book value and fair value of other financial assets and liabilities due to the short-term nature of these instruments.

Contingent consideration was recognised in 2022 in relation to the acquisition of the Tenman subsidiaries. Based on the latest forecast there has been no movement in the carrying amount of financial liability as at 31 December 2024 as the carrying value is £nil for 31 December 2024 and 2023. The valuations at acquisition and as at 31 December 2024 are based on a level 3 hierarchy, given there is no observable input for the liability. The contingent consideration is based on meeting revenue and EBITDA targets, so the valuations were based on a discounted cash flow approach, referencing the expected performance for years 2021 to 2026. Interest is charged on the financial liability. A financial liability of £nil (2023: £nil) was recognised for the contingent consideration as at 31 December 2024.

Deferred and contingent consideration was recognised in 2023 in relation to the disposal of Operate. As the consideration is contingent on the net asset threshold being met, the receivable is classified as an asset measured at fair value through profit and loss under IFRS 9 and held at fair value. The valuations as at 31 December 2023 and 2024 are based on a level 3 hierarchy, given there is no observable input for the asset. The deferred consideration is based on meeting certain net asset thresholds when the payment will be made, so the valuations were based on a discounted cash flow approach, referencing the expected timing of receipt of the consideration.

The following table presents the changes in level 3 items for the year ended 31 December 2024:

	Contingent consideration £000s	Other investments £000s
At 1 January 2024	1,878	6,675
Fair value gains/(losses) recognised in profit and loss	149	(868)
At 31 December 2024	**2,027**	**5,807**

Categorisation of financial instruments and fair value of other financial assets and liabilities

	2024 £000s	2023 £000s
Financial assets		
Financial assets at fair value	**7,834**	6,675
Financial assets at amortised cost	**723,864**	613,605
Cash and cash equivalents	**320,164**	211,600
Financial liabilities		
Borrowings including future interest commitments	**88,969**	50,000
Bank overdrafts	**57,001**	35,791
Financial liabilities measured at amortised cost	**823,834**	684,267

Prepayments and accrued income are excluded from financial assets at amortised cost. Statutory liabilities, deferred income and payments on account are excluded from financial liabilities measured at amortised cost. There is no difference between the book value and fair value of other financial assets and liabilities.

4. Divisional analysis

Revenue

An analysis of the Group's revenue is as follows:

Continuing operations:	**2024 £000s**	2023 £000s
UK & Europe	**2,554,132**	2,195,056
Middle East & North Africa	**203,144**	143,307
Asia	**33,093**	38,299
Sub-Saharan Africa	**4,677**	6,428
America	**65,324**	59,972
Less: Intercompany trading	**(71,687)**	(86,270)
Total revenue	**2,788,683**	2,356,792

General

For management purposes, the Group has two Engines for growth (Consult and Construct). Legacy Development assets and Group Services, including the corporate overheads and support, are grouped under Other as shown below. These divisions are the basis on which the Group reports information to the Board.

The Board assesses the performance of the divisions based on management accounts which reflect the allocation of cross charges, interest, depreciation and amortisation. The adjustments exclude the effects, if any, of non-recurring expenditure from the operating divisions such as restructuring costs, legal expenses and goodwill impairments resulting from any isolated, non-recurring event.

2024	Consult £000s	Construct £000s	Other £000s	Total £000s
Group revenue	686,566	2,098,307	3,810	2,788,683
Cost of sales	(534,684)	(2,020,356)	(7,079)	(2,562,119)
Gross profit	**151,882**	**77,951**	**(3,269)**	**226,564**
Administrative expenses	(76,518)	(63,485)	(29,306)	(169,309)
Other income	72	–	669	741
Fair value changes on financial instruments measured at FVTPL	–	–	(719)	(719)
Operating profit before exceptional items	**75,436**	**14,466**	**(32,625)**	**57,277**
Exceptional items – impairment loss to joint venture	–	–	(6,625)	(6,625)
Operating profit from continuing operations	**75,436**	**14,466**	**(39,250)**	**50,652**
Share of net profit/(loss) of associates and joint ventures	817	–	(26)	791
Profit on disposal of subsidiaries	–	–	260	260
Profit on ordinary activities before interest	**76,253**	**14,466**	**(39,016)**	**51,703**
Net finance income/(expense)	1,425	1,202	(11,179)	(8,552)
Profit before tax from continuing operations	**77,678**	**15,668**	**(50,195)**	**43,151**

2023	Consult £000s	Construct £000s	Other £000s	Total £000s
Group revenue	619,440	1,734,750	2,602	2,356,792
Cost of sales	(499,875)	(1,596,633)	(3,951)	(2,100,459)
Gross profit	**119,565**	**138,117**	**(1,349)**	**256,333**
Administrative expenses	(76,130)	(60,358)	(40,112)	(176,600)
Other income	21	(4)	564	581
Fair value changes on financial instruments measured at FVTPL	222	–	(4,535)	(4,313)
Operating profit before exceptional items	**43,678**	**77,755**	**(45,432)**	**76,001**
Exceptional items – impairment loss to joint venture	–	–	(11,730)	(11,730)
Operating profit from continuing operations	**43,678**	**77,755**	**(57,162)**	**64,271**
Share of net profit of associates and joint ventures	731	–	–	731
Profit on disposal of subsidiaries	–	–	46	46
Profit on ordinary activities before interest	**44,409**	**77,755**	**(57,116)**	**65,048**
Net finance income/(expense)	238	1,561	(5,173)	(3,374)
Profit before tax from continuing operations	**44,647**	**79,316**	**(62,289)**	**61,674**

The profit and loss for the discontinued operations is disclosed in note 22.

4. Divisional analysis (continued)

A further analysis of the Group's Construct revenue is as follows:

	2024 £000s	2023 £000s
Fixed Price & Cost Reimbursement	**2,062,103**	1,688,911
Construction Management	**36,204**	45,839
Total revenue	**2,098,307**	1,734,750

Inter-divisional sales are carried out at open market rates. Income from three major clients in relation to Construct projects amounted to 25% (2023: 37%) of total Group revenue during 2024.

Key balance sheet items by division:

2024 balance sheet

	Consult £000s	Construct £000s	Other £000s	Total £000s
Bank borrowings after unamortised loan fees	–	–	(88,969)	**(88,969)**
Goodwill	80,092	52,240	5,390	**137,722**
Development WIP & loan to joint venture	–	–	25,984	**25,984**
Contract assets	31,342	163,413	150	**194,905**
Contract receivables	32,363	75,430	730	**108,523**
Contract liabilities	(21,308)	(214,722)	(929)	**(236,959)**

2023 balance sheet

	Consult £000s	Construct £000s	Other £000s	Total £000s
External borrowings excluding overdrafts and lease liabilities	–	–	(50,000)	(50,000)
Goodwill	79,416	52,240	5,390	137,046
Development WIP & loan to joint venture	–	–	41,082	41,082
Contract assets	8,427	134,336	–	142,763
Contract receivables	67,760	32,080	150	99,990
Contract liabilities	(31,044)	(179,624)	(984)	(211,652)

5. Revenue

At the end of the period there was revenue still to be recognised on contracts where performance obligations were unsatisfied due to the nature of the long-term contracts, where revenue is recognised over time.

The time bands below present the likely consideration value of secured contracts but may be subject to future modifications that impact the amount and/or timing of revenue recognition.

The following table provides the aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied at the year end.

	2024 £000s	2023 £000s
Due in less than one year	**2,501,074**	2,025,031
Due in one to five years	**959,540**	1,056,119
Total revenue	**3,460,614**	3,081,150

6. Operating profit and EBITDA

Operating profit is stated after charging:	2024 £000s	Re-presented^ 2023 £000s
Depreciation of owned assets	**3,579**	2,952
Depreciation of right-of-use assets	**4,993**	4,351
Amortisation	**3,577**	3,726
Share-based payments	**983**	–
Short-term lease rentals		
Land and buildings	**943**	556
Motor vehicles	**158**	229
EBITDA		
Profit before interest*	**51,703**	65,048
Depreciation of property, plant and equipment	**8,572**	7,303
Amortisation of intangible assets	**3,577**	3,726
	63,852	76,077

* The Group uses profit before interest and tax as the basis for calculating EBITDA. Including profits and losses from joint ventures and associates is considered appropriate given the Group has a number of joint ventures as part of its operations.

^ Re-presented to correct an error of £0.6m as short-term lease rentals on land and buildings (previously reported: £3.9m).

During the year the Group (including its overseas subsidiaries) obtained the following services from the Company's auditor and its associates:

Fees payable to the Company's auditor for the audit of:	2024 £000s	2023 £000s
Company and consolidated accounts (UK based)	**1,467**	1,379
UK statutory entities	**517**	336
Overseas statutory entities	**155**	149
Additional audit fees for prior period	**66**	–
	2,205	1,864
Non-audit fees:		
Covenant compliance audit	**40**	39
	2,245	1,903

7. Other income

	2024 £000s	2023 £000s
Government grants	**294**	334
Property income	**240**	209
Property management service charges	**152**	–
Other income	**55**	38
	741	581

8. Finance income and costs

	2024 £000s	2023 £000s
Bank and other interest receivable	**3,896**	1,723
Interest receivable on deferred consideration	**173**	–
Loan interest receivable	**–**	487
Total finance income	**4,069**	2,210
Bank and other interest payable	**(9,101)**	(4,302)
Interest on director loans	**(280)**	–
Interest on shareholder loans and ex-shareholder loan	**(220)**	–
Interest on post-employment benefit obligation	**(449)**	(380)
Amortisation of loan fees	**(157)**	–
Interest expense for lease arrangements	**(2,414)**	(902)
Total finance costs	**(12,621)**	(5,584)

Due to the impairment of the joint venture loan receivable to the recoverable amount, further interest income of £4.8m (2023: £4.3m) is considered to be irrecoverable and the related interest receivable is impaired immediately after recognition.

9. Directors' remuneration

The total amount of directors' remuneration in respect of their qualifying services is as below:

	2024 £000s	2023 £000s
Remuneration for services (including benefits)	**5,109**	5,852
Share-based payment	**66**	–
Performance related remuneration	**–**	3,760
Defined contribution pension contributions	**12**	12
	5,187	9,624

Pension contributions were made in respect of 3 directors (2023: 3).

Directors' remuneration includes the following amounts in respect of the highest paid director:

	2024 £000s	2023 £000s
Remuneration for management services (including performance related remuneration)	**1,119**	1,976
	1,119	1,976

The statutory directors and members of the GEC (previously known as the MEB) are considered to be the key management personnel. The total amount of key management personnel compensation are as follows:

	2024 £000s	2023 £000s
Short-term employee benefits	**6,973**	7,933
Post-employment benefits	**121**	120
Termination benefits	**465**	–
Performance related remuneration	**–**	4,204
Share-based payments (note 25)	**983**	–
	8,542	12,257

10. Staff costs and numbers

Staff costs of the Group (including discontinued operations) were as follows:	2024 £000s	2023* £000s
Aggregate gross wages and salaries	**614,369**	595,327
Employer's social security costs	**48,480**	50,054
Other pension costs	**46,909**	41,557
Share-based payments (note 25)	**983**	–
	710,741	686,938
Capitalised staff costs	**50**	477
Staff costs of the Group	**710,791**	687,415
Less: Staff costs (discontinued operations)	**–**	(29,820)
Staff costs (continuing operations)	**710,791**	657,595

Average monthly number of persons employed by the Group during the year

	2024	2023
Corporate support services	**289**	272
Project delivery staff	**6,806**	6,840
	7,095	7,112
The total number of direct employees as at the reporting date was	**7,326**	6,906

* The average number of the persons employed by the Group includes the number of persons employed by discontinued operations up to the date of disposal in 2023. As at 31 December 2024 and 2023, the total number of the direct employees excludes the number of employees of discontinued operations. The staff costs of the Group have been restated to include staff costs of discontinued operations for the year ended 31 December 2023.

11. Exceptional items

	2024 £000s	2023 £000s
Impairment loss on loan to joint venture	**(6,625)**	(11,730)

There is no cash flow impact of the exceptional items in 2024 and 2023. A provision against the loan receivable is a result of reduction of the expected future cash inflow.

12. Tax on profit on ordinary activities

a) Analysis of Group charge in year

	2024 £000s	2023 £000s
Current tax		
UK corporation tax at 25% (2023: 23.50%)	**10,842**	3,990
Pillar II top-up tax	**304**	–
Group relief payment	**–**	197
Adjustments in respect of previous years	**2,274**	263
	13,420	4,450
Foreign tax	**12,285**	8,937
Adjustments in respect of previous periods	**(911)**	(1,295)
Total current tax expense	**24,794**	12,092
Deferred tax		
Origination and reversal of temporary differences	**(5,117)**	7,153
Adjustments in respect of previous periods	**(893)**	(1,368)
Total deferred tax (credit)/expense	**(6,010)**	5,785
Total tax (note 12b)	**18,784**	17,877

12. Tax on profit on ordinary activities (continued)

b) Factors affecting Group tax charge for the year

The tax assessed for the period is higher (2023: higher) than the standard rate of corporation tax in the UK (2024: 25%; 2023: 23.50%). The differences are explained below:

	2024 £000s	2023 £000s
Profit on ordinary activities before tax	43,151	61,674
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2023: 23.50%)	10,788	14,494
Effects of:		
Expenses not deductible for tax purposes	2,949	9,457
Income not taxable	(3,558)	(2,182)
Non-taxable disposal of investments	164	(1,594)
Group relief claimed	–	–
Non-taxable foreign branch (income)/losses	–	302
Withholding tax deduction	416	1,178
Different rates of tax on overseas earnings	(2,252)	(2,129)
Research and development expenditure credit	594	(180)
Movement in temporary differences not recognised in deferred tax	8,893	155
Impact of deferred tax rate movements	16	776
Pillar II top-up tax	304	–
Adjustments to tax charge in respect of previous years – UK taxation	2,274	263
Adjustments to tax charge in respect of previous periods – overseas taxation	(911)	(1,295)
Adjustments to tax charge in respect of previous periods – deferred tax	(893)	(1,368)
Current tax charge for the year (note 12(a))	**18,784**	17,877

Effective tax rate

The Group is present in a number of jurisdictions and its effective tax rate is subject to various factors outside of the Group's control. The effective tax rate of the financial year 2024 was 43.5% (2023: 29.0%), which is higher than the anticipated effective tax rate for the Group due to significant tax losses arising in the Netherlands on which a deferred tax asset has not been recognised. Without these losses, the Group's effective tax rate would have been 21.3%.

Future developments

The Group is within the scope of the OECD Pillar Two model rules, and Pillar Two legislation was enacted in the United Kingdom, the jurisdiction in which the Company is incorporated, and came into effect from 1 January 2024. The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023. The Group recognised an estimated current tax expense related to Pillar Two amounting to £305k. This relates to its earnings in Oman and the UAE.

Based on its current understanding of the anticipated changes to the global tax landscape, the Group expects there to be no material impact on its future effective tax rate once expected adjustments are made to relevant local tax legislation. The Group's future effective tax rate is expected to be in a range of 25% to 30%. The Group's effective tax rate is dependent on the various factors, including foreign exchange rate movements.

Deferred taxes – Group

Deferred tax assets	Fixed asset temporary differences £000s	Short-term temporary differences £000s	Losses carried forward £000s	Total £000s
At 1 January 2023	437	3,931	5,727	10,095
(Charged)/credited to:				
Profit and loss	(366)	(1,716)	(3,076)	(5,158)
Foreign exchange through equity	–	(18)	(19)	(37)
Disposal of subsidiaries	(60)	180	(156)	(36)
At 31 December 2023	**11**	**2,377**	**2,476**	**4,864**
Reclassification	**(126)**	**(838)**	**573**	**(391)**
(Charged)/credited to:				
Profit and loss	**1,631**	**2,437**	**1,239**	**5,307**
Deferred tax through equity	**–**	**56**	**(28)**	**28**
Effect from foreign exchange	**(1)**	**41**	**(88)**	**(48)**
At 31 December 2024	**1,515**	**4,073**	**4,172**	**9,760**

Deferred tax liabilities	Fixed asset temporary differences £000s	Short-term temporary differences £000s	Losses carried forward £000s	Total £000s
At 1 January 2023	**1,110**	**377**	**24**	**1,511**
Charged/(credited) to:				
Profit and loss	301	372	(24)	649
Foreign exchange through equity	–	195	–	195
Actuarial gains through OCI	–	(329)	–	(329)
Disposal of subsidiaries	–	(94)	–	(94)
At 31 December 2023	**1,411**	**521**	**–**	**1,932**
Reclassification	(151)	(240)	–	(391)
Charged/(credited) to:				
Profit and loss	(483)	(210)	(10)	(703)
Effect from foreign exchange	–	(8)	11	3
At 31 December 2024	**777**	**63**	**1**	**841**

Deferred tax reported in equity relates to foreign exchange movements on deferred tax held in subsidiaries whose functional currency is not the Group's presentational currency of GBP. This movement is included in the retranslation gains and losses reported in the consolidated statement of changes in equity.

Deferred taxes – Company

Deferred tax	Fixed asset temporary differences £000s	Short-term temporary differences £000s	Losses carried forward £000s	Total £000s
At 1 January 2023	**–**	**910**	**1,105**	**2,015**
(Charged)/credited to profit and loss	–	(988)	(872)	(1,860)
At 31 December 2023	**–**	**(78)**	**233**	**155**
(Charged)/credited to profit and loss	**–**	**551**	**(233)**	**318**
At 31 December 2024	**–**	**473**	**–**	**473**

Tax losses carried forward

Tax losses for which no deferred tax asset was recognised:

	2024		2023	
	Gross amount £000s	**Tax effected £000s**	Gross amount £000s	Tax effected £000s
Tax losses expiring:				
Within 10 years	**3,597**	**288**	48	14
Available indefinitely	**71,377**	**17,529**	946	135
	74,974	**17,817**	994	149

13. Property, plant and equipment

Group	Freehold property £000s	Property right-of-use assets £000s	Leasehold improvements £000s	Computer equipment & IT systems £000s	Plant, motor vehicles & equipment £000s	Asset under construction £000s	Total £000s
Cost							
At 1 January 2023	**1,064**	**38,862**	**12,750**	**13,324**	**1,639**	**–**	**67,639**
Exchange differences	(53)	(324)	(54)	(210)	(143)	–	(784)
Additions	–	13,538	195	3,415	113	–	17,261
Reclassification to intangible assets	–	–	–	(403)	–	–	(403)
Disposal of subsidiaries	–	–	(809)	(1,055)	(388)	–	(2,252)
Disposals	–	(4,284)	(32)	(78)	(93)	–	(4,487)
At 31 December 2023	**1,011**	**47,792**	**12,050**	**14,993**	**1,128**	**–**	**76,974**
Exchange differences	**18**	**44**	**(9)**	**34**	**68**	**–**	**155**
Additions	**–**	**5,435**	**1,616**	**2,719**	**408**	**1,271**	**11,449**
Disposals	**(1,029)**	**(1,966)**	**(522)**	**(5,109)**	**(187)**	**(766)**	**(9,579)**
At 31 December 2024	**–**	**51,305**	**13,135**	**12,637**	**1,417**	**505**	**78,999**
Depreciation and impairment							
At 1 January 2023	**532**	**22,990**	**6,651**	**9,110**	**1,363**	**–**	**40,646**
Exchange differences	(26)	(149)	(44)	(132)	(146)	–	(497)
Charge for the year	–	4,351	682	2,188	105	–	7,326
Reclassification to intangible assets	–	–	–	(74)	–	–	(74)
Disposal of subsidiaries	–	–	(801)	(982)	(380)	–	(2,163)
Disposals	–	(1,497)	(32)	(77)	(63)	–	(1,669)
At 31 December 2023	**506**	**25,695**	**6,456**	**10,033**	**879**	**–**	**43,569**
Exchange differences	**9**	**32**	**(28)**	**144**	**48**	**–**	**205**
Charge for the year	**–**	**4,993**	**946**	**2,522**	**111**	**–**	**8,572**
Disposals	**(515)**	**(708)**	**–**	**(5,109)**	**(121)**	**–**	**(6,453)**
At 31 December 2024	**–**	**30,012**	**7,374**	**7,590**	**917**	**–**	**45,893**
Net book value							
At 31 December 2024	**–**	**21,293**	**5,761**	**5,047**	**500**	**505**	**33,106**
At 31 December 2023	505	22,097	5,594	4,960	249	–	33,405

The Group had capital commitments of £0.1m at 31 December 2024 (2023: £0.1m).

There is no property, plant and equipment held by the Company (2023: £nil).

14. Intangible assets

Group	Computer software £000s	Assets under construction £000s	Goodwill £000s	Customer relationships £000s	Brand £000s	Total £000s
Cost						
At 1 January 2023	**23,605**	**2,079**	**144,839**	**4,800**	**300**	**175,623**
Additions	193	394	–	–	–	587
Reclassification between categories	1,754	(1,754)	–	–	–	–
Reclassification from property, plant and equipment	403	–	–	–	–	403
Disposal of subsidiaries	(784)	–	(4,398)	–	–	(5,182)
Exchange differences	(3)	–	(1,284)	–	–	(1,287)
At 31 December 2023	**25,168**	**719**	**139,157**	**4,800**	**300**	**170,144**
Additions	**80**	**141**	**–**	**–**	**–**	**221**
Reclassification between categories	**530**	**(530)**	**–**	**–**	**–**	**–**
Disposals	**(1,299)**	**–**	**–**	**–**	**–**	**(1,299)**
Exchange differences	**704**	**–**	**676**	**–**	**–**	**1,380**
At 31 December 2024	**25,183**	**330**	**139,833**	**4,800**	**300**	**170,446**
Amortisation and impairment						
At 1 January 2023	**5,938**	**–**	**2,111**	**680**	**139**	**8,868**
Charge for the year	3,156	–	–	480	100	3,736
Reclassification from property, plant and equipment	74	–	–	–	–	74
Disposal of subsidiaries	(766)	–	–	–	–	(766)
At 31 December 2023	**8,402**	**–**	**2,111**	**1,160**	**239**	**11,912**
Charge for the year	**3,036**	**–**	**–**	**480**	**61**	**3,577**
Disposals	**(848)**	**–**	**–**	**–**	**–**	**(848)**
Exchange differences	**703**	**–**	**–**	**–**	**–**	**703**
At 31 December 2024	**11,293**	**–**	**2,111**	**1,640**	**300**	**15,344**
Net book value						
At 31 December 2024	**13,890**	**330**	**137,722**	**3,160**	**–**	**155,102**
At 31 December 2023	16,766	719	137,046	3,640	61	158,232

There is no intangible asset held by the Company (2023: £nil).

The carrying amount of goodwill is allocated to the CGUs as follows:

	2024 £000s	2023 £000s
Consult	**80,092**	79,416
Construct	**52,240**	52,240
Other (Legacy Development)	**5,390**	5,390
	137,722	137,046

Consult and Construct CGUs

The recoverable amount of Consult and Construct CGU has been determined by estimating its value in use by reference to the present value of forecast revenue and the residual profits. The forecasts were prepared for commercial purposes and rely on specific assumptions and projections on a CGU by CGU basis, using management's detailed knowledge and expectations of the outcome for each CGU. The projections were primarily prepared using historic performance indicators, secured order book values and a comparison of the secured order book to historic trends. They were originally prepared based on a five-year strategy, starting from 2022 to 2026. The 2025 forecast has been updated to align with the Group's budget and extended to 2029 based on CGU-specific growth rates. The terminal value of the Consult and Construct CGUs are calculated based on the latest 2029 forecast with an assumed 2% growth rate.

The forecasts are discounted using CGU specific post-tax rates that reflect the current market assessment of the time value of money and the risks specific to the CGU. The post-tax discount rate used as the starting point is based on the estimated weighted average cost of capital, which has then been adjusted for a number of factors to determine the discount rate, including the risk free rate in the UK and the inherent risk of the forecast income streams included in the Group's cash flow projections.

Consult CGU: A pre-tax discount rate of 14.5% (2023: 14.0%) has been applied to the Consult CGU.

Construct CGU: A pre-tax discount rate of 15.9% (2023: 16.6%) has been applied to the Construct CGU.

The assessment does not indicate any impairment based on the goodwill carrying values as at 31 December 2024.

After considering all key assumptions, management considers that a reasonably pessimistic revision of key assumptions, which can rationally be expected, would not cause the carrying amount of the CGUs to exceed their recoverable amount.

14. Intangible assets (continued)

Legacy Development CGU

The Legacy Development CGU goodwill is not significant. Management has determined the recoverable value of the CGU by estimating the fair value less cost of disposal of the current developments, using a discounted cashflow model. The fair value hierarchy is level 3.

The cash flow forecasts are discounted using CGU specific post-tax rates that reflect the current market assessment of the time value of money and the risks specific to the CGU. The post-tax discount rate used as the starting point is based on the estimated weighted average cost of capital, which has then been adjusted for a number of factors to determine the discount rate, including the risk free rate in the UK and the inherent risk of the forecast income streams included in the Group's cash flow projections. A pre-tax discount rate of 10.0% (2023: 13.9%) has been applied to the Legacy Development CGU.

The assessment does not indicate any impairment based on the goodwill carrying value as at 31 December 2024.

As at the measurement date, the recoverable amount of all CGUs is higher than the carrying amount relevant for the impairment test. Therefore, the directors consider that no impairment or further adjustment of the carrying value of goodwill, other intangibles or tangible assets is necessary.

15. Investments

Group	Investments in joint ventures & associates £000s	Other investments £000s
Cost less provisions		
At 1 January 2023	**944**	**11,314**
Exchange differences	(153)	–
Share of profit after tax	731	–
Dividends received	(1,271)	–
Fair value adjustment	–	(4,639)
At 31 December 2023	**251**	**6,675**
Exchange differences	**8**	**–**
Share of profit after tax	**791**	**–**
Reclassification	**521**	**–**
Dividends received	**(1,093)**	**–**
Fair value adjustment	**–**	**(868)**
At 31 December 2024	**478**	**5,807**

Company	Subsidiaries £000s
Cost less provisions	
At 1 January 2023	146,111
At 31 December 2023	146,111
At 31 December 2024	**146,111**

A full list of subsidiaries undertakings is included in note 30 which form part of the financial statements.

16. Joint arrangements

The Group has investments in a number of joint arrangements that are classified as joint ventures or joint operations, depending on the nature of the investment, as described in note 1.

Joint ventures

The following table summarises the results of joint ventures in which Mace has a part share.

	Dubai Expo 2020		MWJV Limited		Botley		Mace Engenharia E Servicos Ltda		Other joint ventures and joint operations		Total	
	2024 £000s	2023 £000s	**2024 £000s**	2023 £000s	**2024 £000s**	2023 £000s	**2024 £000s**	2023 £000s	**2024 £000s**	2023* £000s	**2024 £000s**	2023 £000s
Revenue	**4,549**	10,940	**9,040**	12,724	**5,709**	5,237	**–**	4,829	**–**	2,458	**19,298**	36,188
Expenses	**(2,666)**	(8,014)	**(9,039)**	(12,703)	**(7,600)**	(9,676)	**(98)**	(5,877)	**(4)**	(2,862)	**(19,407)**	(39,132)
Waiver of loans	**–**	–	**–**	–	**11,503**	–	**–**	–	**–**	–	**11,503**	–
Interest expense	**–**	–	**–**	–	**(11,290)**	(10,742)	**–**	–	**–**	22	**(11,290)**	(10,720)
Income tax	**–**	–	**2**	(7)	**113**	–	**–**	–	**–**	(19)	**115**	(26)
Profit/(loss) for the year	**1,883**	2,926	**3**	14	**(1,565)**	(15,181)	**(98)**	(1,048)	**(4)**	(401)	**219**	(13,690)
Non-current assets	**–**	–	**–**	–	**–**	–	**87**	95	**–**	50	**87**	145
Current assets	**83**	2,386	**1,088**	2,278	**90,342**	104,665	**3,289**	908	**663**	341	**95,465**	110,578
Cash and cash equivalents (including overdrafts)	**2,411**	1,033	**952**	529	**3,139**	2,814	**445**	487	**32**	(57)	**6,979**	4,806
Current liabilities	**(1,525)**	(2,158)	**–**	–	**(84,100)**	(91,297)	**(3,835)**	(2,226)	**(670)**	(494)	**(90,130)**	(96,175)
Current financial liabilities	**–**	–	**(2,033)**	(2,793)	**(66,424)**	(70,427)	**–**	–	**–**	–	**(68,457)**	(73,220)
Non-current liabilities	**–**	–	**–**	–	**–**	(2,511)	**–**	–	**–**	(47)	**–**	(2,558)
Total	**969**	1,261	**7**	14	**(57,043)**	(56,756)	**(14)**	(736)	**25**	(207)	**(56,056)**	(56,424)

Balance sheet reconciliation to joint venture investment:

	Dubai Expo 2020 2024	Dubai Expo 2020 2023	MWJV Limited 2024	MWJV Limited 2023	Botley 2024	Botley 2023	Mace Engenharia E Servicos Ltda 2024	Mace Engenharia E Servicos Ltda 2023
Joint venture share held by the Group	**49%**	49%	**50%**	50%	**50%**	50%	**47%**	47%
Less:								
a. joint venture partner equity share	**(494)**	(643)	**(4)**	(7)	**28,522**	28,378	**7**	390
b. share of cumulative unrealised losses brought forward	**–**	–	**–**	–	**27,738**	20,788	**–**	–
c. share of current year unrealised (profit)/losses	**–**	–	**–**	–	**783**	7,590	**7**	346
Investment in joint venture	**475**	618	**3**	7	**–**	–	**–**	–

Dubai Expo 2020 is a joint venture within the Consult operations formed for the exclusive purpose of acting as Programme Management Consultant to provide programme delivery management services for the Expo 2020 event in Dubai. This was postponed due to Covid-19 and consequently, the commission ran until 2024 and incorporated the provision of additional delivery management services for Dubai Exhibition Hall. Mace has joint control with a 49% profit share and net asset agreement. The arrangement is created as a separate vehicle so is classified as a joint venture. The equity method of accounting is applied.

MWJV Limited is a joint venture between the Mace Group and Ward Williams Associates delivering multi-disciplinary services to the public sector in the South West of England. Mace has joint control with a 50% profit share and net asset agreement. The arrangement is classified as a joint venture and the equity method of accounting is applied.

Botley includes the Development joint ventures Botley DevManCo Limited and Botley Developments (Holdings) Limited. Botley Developments (Holdings) Limited owns BDC Phase 2 Limited, The Botley Development Company Limited, Botley DevManCo Limited, West Way Academic Residential 1 Limited, and West Way Academic Residential 2 Limited. These are separate legal entities and the arrangement is classified as a joint venture of which Mace Limited has 50% joint control with another party and has equal voting rights. The equity method of accounting has been applied. The purpose of Botley Development (Holdings) Limited is to undertake the development of a site in Oxford. The JV operates from the UK and is an entity registered in England and Wales. Botley Development (Holdings) Limited has raised shareholder debt finance from the Mace Group.

Mace Engenharia E Servicos Ltda is a company incorporated under Angolan law with a registered office in Luanda. It has two shareholders, Mace – Consultoria e Gestão de Projectos e Construção Lda which holds a 47% share, and Engiservices Engenharia e Serviços Lda, which holds a 53% share. This company embodies an exclusive partnership agreement between the parties to provide professional engineering services under the Mace brand in Angola. It is part of Mace's Consult CGU. Under the Shareholders' Agreement there is joint control and all forms of decision-making require unanimous agreement between the shareholders. The arrangement is classified as a joint venture and the equity method of accounting is applied. This Company did not have active projects for the year ended 31 December 2024.

17. Trade and other receivables

	Group		Company	
Amounts falling due after more than one year:	**2024 £000s**	2023 £000s	**2024 £000s**	2023 £000s
Employee Benefit Trust loan	**–**	–	**2,800**	2,800
Contract assets	**3,562**	–	**–**	–
	3,562	–	**2,800**	2,800
Amounts falling due within one year:				
Trade receivables	**235,405**	234,155	**–**	–
Contract assets	**194,905**	142,763	**–**	–
Contract receivables	**108,523**	99,990	**–**	–
Amounts owed by subsidiary undertakings	**–**	–	**49,907**	22,611
Amounts owed by joint ventures and associates	**272**	791	**–**	–
Loans to directors	**1,284**	1,284	**1,149**	1,149
Loan to shareholders	**68**	68	**68**	68
Loan receivable and related interest	**1,939**	1,939	**–**	–
Other debtors	**137,274**	95,309	**221**	58
Other tax and social security receivables	**18,227**	2,294	**652**	52
Prepayments	**31,599**	35,522	**–**	346
	729,496	614,115	**51,997**	24,284

Retentions in Construct Engine are collected in the normal operating cycle of the engine and are therefore shown in current receivables. £72.1m (2023: £42.2m) of the retention receivable is due in more than one year and £59.1m (2023 restated: £65.5m) of the retention receivable is due within one year. £3.6m (2023: £nil) of retentions in Consult are collected outside of the normal operating cycle of the engine and are therefore shown in non-current receivables.

Contract assets have increased in 2024. This is driven by increased income retentions, which is linked to the increased turnover during 2024. The value of the sales retention depends on the stage of the project at the balance sheet date and the size of the project.

	Group		Company	
Debtors past and overdue	**2024 £000s**	2023 £000s	**2024 £000s**	2023 £000s
Trade receivables not past due	**166,803**	182,435	**–**	–
Trade receivables past due 1-30 days	**34,183**	24,386	**–**	–
Trade receivables past due 31-60 days	**8,978**	5,986	**–**	–
Trade receivables past due over 60 days	**27,578**	24,522	**–**	–
Gross trade receivables	**237,542**	237,329	**–**	–
Less provision for expected credit losses	**(2,137)**	(3,174)	**–**	–
Trade receivables	**235,405**	234,155	**–**	–

18. Development work in progress and loan to joint venture

	2024 £000s	2023 £000s
Work in progress	**7,520**	7,382
Development work in progress	**7,520**	7,382
Loan to joint venture	**81,905**	88,192
Provision on loan to joint venture	**(55,921)**	(54,492)
Development loan to joint venture	**25,984**	33,700

No work in progress on development schemes had capitalised interest during the year (2023: £nil). No work in progress was expensed as cost of sales in the year (2023: £nil).

19. Trade and other payables

	Group		Company	
	2024 £000s	2023 £000s	**2024 £000s**	2023 £000s
Amounts falling due more than one year:				
Share-based payment liability	**96**	–	**96**	–
Long-term incentive plan accrual	**–**	1,199	**–**	672
	96	1,199	**96**	672
Amounts falling due within one year:				
Trade creditors	**179,188**	139,029	**979**	21
Contract liabilities	**236,959**	211,652	**–**	–
Amounts due to subsidiaries	**–**	–	**57,971**	77,501
Amounts due to joint ventures and associates	**16**	169	**–**	–
Amounts due to directors	**2,680**	–	**2,680**	–
Accruals	**380,867**	333,592	**547**	3,131
Taxation and social security payables	**108,094**	104,057	**278**	–
Long-term incentive plan accrual	**1,482**	–	**578**	–
Post-employment benefit obligation	**12,553**	9,977	**–**	–
Other creditors	**6,313**	9,041	**306**	11
	928,152	807,517	**63,339**	80,664

Contract liabilities includes deferred income and subcontractor retentions. Retentions will be paid in the normal operating cycle of the Group and are therefore shown in current payables.

£98m of Group revenue recognised in the period was included in the contract liability balance at the beginning of the year (2023: £83m).

Group contract liabilities have increased due to an increase in deferred income and cost retentions from 2023. The key reason for the increase in deferred income in 2024 is the increase in Construct's turnover in 2024. Several new large projects had large deferred income balances as at 31 December 2024. The growth in purchase retentions relates both to the growth in revenue in 2024 and also relates to the mix of projects and their stages of completion. The timing of projects finishing and releasing retentions compared to new projects starting up increase the level of purchase retentions.

	Group	
Reconciliation of post-employment benefit obligation:	**2024 £000s**	2023 £000s
Post-employment benefit obligation at 1 January	**9,977**	8,801
Disposal of subsidiaries	**–**	(634)
Service cost	**4,248**	1,880
Interest cost	**449**	380
Liability utilised	**(2,284)**	(2,399)
Actuarial (gain)/loss	**(122)**	2,490
Exchange difference	**285**	(541)
Post-employment benefit obligation at 31 December	**12,553**	9,977
Post-employment benefit obligation remeasurement:		
Liability (gain)/loss due to changes in assumptions	**(795)**	991
Liability experience loss arising during the year	**673**	1,499
Total actuarial (gain)/loss recognised in other comprehensive income	**(122)**	2,490
Exchange difference	**285**	(541)
Total amount recognised in other comprehensive income in the year	**163**	1,949
Post-employment benefit obligation future cash flows:		
Expected benefits paid by the plan for the next financial year	**(1,864)**	(1,264)
Amount, timing and uncertainty of post-employment benefit obligation future cash flows:		
Sensitivity 1 – discount rate plus 0.5% – % difference in post-employment benefit obligation	**(4.3%)**	(4.7%)
Sensitivity 2 – discount rate minus 0.5% – % difference in post-employment benefit obligation	**4.7%**	5.0%
Sensitivity 3 – salary growth rate plus 0.5% – % difference in post-employment benefit obligation	**4.6%**	5.0%
Sensitivity 4 – salary growth rate minus 0.5% – % difference in post-employment benefit obligation	**(4.3%)**	(4.6%)
Post-employment benefit obligation assumptions:		
Discount rate	**5.5%**	4.8%
Rate of compensation increase	**5.0%**	5.0%
Plan duration (years)	**9.58**	10.47

The assumptions used in Mace are based on the staff profile in the businesses and the locations where the benefit is paid. The duration of the plan liabilities relates to the weighted average timing at which the End of Service Benefit payments are expected to occur. This is a result of the actuarial projections and depends on the profile of the membership data, mainly age, salary and service, and on the assumptions that are adopted, mainly the normal retirement age and turnover rates.

20. Provisions, contingent liabilities and contingent assets

Provisions

Provisions primarily include onerous contract provisions and construction insurance liabilities. The construction insurance liabilities are principally legal claims and costs, where provision is made for the directors' best estimate of known legal claims, investigations and legal actions in progress.

Onerous contract provisions

	Group 2024 £000s	Group 2023 £000s
At 1 January	**10,334**	3,775
Unused amount released	**(2,110)**	–
Utilised provisions	**(5,473)**	(198)
Additional provisions	**3,697**	6,757
Exchange difference	**(35)**	–
At 31 December	**6,413**	10,334

Other provisions

	Group 2024 £000s	Group 2023 £000s
At 1 January	**62,917**	93,954
Unused amounts released	**(11,129)**	(29,515)
Utilised provisions	**(10,814)**	(17,317)
Additional provisions	**39,151**	15,752
Reclassifications	**700**	–
Exchange difference	**(5)**	43
At 31 December	**80,820**	62,917

It is anticipated that amounts provided for will be utilised as follows:

	Group 2024 £000s	Group 2023 £000s
Due within one year	**18,855**	9,651
Due after one year	**68,378**	63,600
	87,233	73,251

In relation to the matters which provisions have been made, £93.2m (2023: £65.4m) of expected reimbursement is included within other debtors in note 17.

Contingent liabilities

In addition to bonds for construction projects, the Group also has a number of bonds for a variety of other purposes such as project management assignments internationally and guarantees.

Provisions are made using the directors' best judgements and estimates of known legal claims, investigations and legal actions relating to the Group which are considered more likely than not to result in an outflow of economic benefit. If the directors consider that a claim, investigation or action relating to the Group is unlikely to succeed, no provision is made. If the directors cannot make a reliable estimate of a potential, material obligation, no provision is made but details of the claim are disclosed as contingent liabilities. At 31 December 2024 Mace Finance Limited Company and Group had no contingent liabilities in relation to claims (2023: £nil).

Contingent assets

The Group had contingent assets of £nil (2023: £nil) in relation to claims against third parties for the reimbursement of costs on construction contracts as there were no ongoing matters (2023: nil) that require disclosure under IAS 37.

Under IAS 37 these amounts may only be recognised as an asset when the economic benefit arising from the claims is virtually certain. It is probable that these amounts will be recognised in future periods when the uncertainty over their recoverability has been removed.

21. Lease liabilities and borrowings

	Group 2024 £000s	Group 2023 £000s	Company 2024 £000s	Company 2023 £000s
Due within one year:				
Bank loans	**7,500**	–	**7,500**	–
Lease liabilities	**7,179**	6,854	**–**	–
	14,679	6,854	**7,500**	–
Due more than one year:				
Bank loans	**82,500**	50,000	**82,500**	50,000
Less: unamortised loan fees	**(1,031)**	–	**(1,031)**	–
Director loans	**14,280**	–	**14,280**	–
Shareholder loans and ex-shareholder loan	**11,220**	–	**11,220**	–
Lease liabilities	**21,458**	23,453	**–**	–
	128,427	73,453	**106,969**	50,000

The bank loans have been drawn down under a commercial facility and UKEF facility, with a maturity date of 31 August 2028. The total amount repayable before unamortised loan fees as at 31 December 2024 is £90,000,000.

The following financial covenants are applicable to the loan facilities held:

— Interest cover shall be no less than 3.5:1. Interest cover is calculated as the ratio of rolling 12-month EBITDA to rolling 12-month net finance charges.

— Adjusted leverage ratio shall not exceed 2.5:1. Adjusted leverage is calculated as the ratio of total net debt to rolling 12-month adjusted EBITDA.

The covenants are tested every quarter. Non-compliance with the financial covenants will result in outstanding loans becoming repayable on demand. There are no indications that the Group might have difficulty complying with the covenants when they will next be tested as at 30 June 2025.

See the section on capital management in the financial risk management note 3 for further details on the bank loans, shareholder loans, ex-shareholder loan and director loans. Interest rates charged on these borrowings are between 7.0% and 12.0% (2023: 6.0% and 8.0%).

22. Disposal of subsidiaries

(i) Discontinued operations

a) Description

On 1 November 2023 the Group sold its 100% shareholding in Mace Operate Limited for consideration of £7.7m, including £3.5m of cash consideration and contingent and deferred consideration of £4.2m (£5.5m as undiscounted value). The total undiscounted consideration is £9.0m. In accordance with IFRS 5 'Non-current Assets Held for Sale and Discontinued Operations', the Group has classified the business of Mace Operate Limited and its subsidiaries and joint ventures as discontinued operations.

b) Financial performance and cash flow information

The financial performance and cash flow information presented below are for the 10 months ended 1 November 2023.

The results of the discontinued operations which have been included in the consolidated statement of comprehensive income were as follows:

	For the 10 months ended 1 November 2023 £000s
Group revenue	90,397
Costs recharged to clients	(39,393)
Revenue	51,004
Cost of sales	(44,989)
Gross profit	6,015
Administrative expenses	(6,041)
Other income	–
Operating loss	(26)
(Loss)/profit of disposal of a subsidiary	(60)
Finance costs	(84)
Loss before tax	(170)
Income tax	(390)
Non-controlling interest	91
Loss for the year	(469)
Loss on disposal	(9,653)
Loss from discontinued operations	(10,122)

22. Disposal of subsidiaries (continued)

The cash flows of the discontinued operations which have been included in the consolidated statement of cash flows were as follows:

Discontinued operations	2023 £000s
Operating	(985)
Investing	(782)
Financing	(400)
Net cash outflow	(2,167)

c) Details of the sale

Consideration received or receivable	2024 £000s
Cash	3,520
Fair value of contingent and deferred consideration	4,207
Total disposal consideration	7,727
Carrying amount of net assets sold	(4,539)
Non-controlling interest	(230)
Gain on sale before income tax and reclassification of foreign exchange reserve	2,958
Forgiveness of intercompany loan	(11,768)
Recycling of accumulated foreign exchange from other comprehensive income to profit and loss	(346)
Transaction costs	(497)
Loss on disposal	(9,653)

The fair value of contingent and deferred consideration as at 31 December 2024 is £4.7m (2023: £4.3m). The fair value of contingent and deferred consideration as at the disposal date is £4.2m and the increase from 31 December 2023 is due to the fair value increase on contingent consideration of £0.2m and interest on deferred consideration of £0.2m between disposal date and 31 December 2024. £0.3m of additional consideration has been agreed in 2024 and recognised as profit on disposal of subsidiaries.

The major classes of assets and liabilities sold are as follows:

	As at 1 November 2023 £000s
Discontinued operations	
Assets	
Goodwill and other intangible assets	4,415
Property, plant and equipment	89
Deferred tax assets	36
Trade and other receivables	36,087
Cash and cash equivalents	6,808
Restricted cash	200
	47,635
Liabilities	
Deferred tax liabilities	(94)
Trade and other payables	(43,002)
	(43,096)
Net assets	4,539
Non-controlling interest	230
Net assets disposed of (including non-controlling interest)	**4,769**

A reconciliation of cash flows on disposal of Operate is shown in the table below:

Total cash consideration	3,520
Less: net cash derecognised on disposal	(7,008)
Transaction costs	(497)
Disposal of subsidiaries cash flow	**(3,985)**

(ii) Disposal of other subsidiaries
On 14 March 2023, the Group disposed Bethnal Green Regeneration Limited for consideration of £0.05m resulting in a gain of disposal of £0.05m.

23. Share capital and reserves

Group and Company:	2024 Number of shares	2024 Ordinary share value £000s	2023 Number of shares	2023 Ordinary share value £000s
Allotted, called up and fully paid				
Ordinary shares at 0.01p each				
As at 1 January	**8,170,000**	**1**	8,170,000	1
Cancellation of shares	**(727,907)**	**–**	–	–
As at 31 December	**7,442,093**	**1**	8,170,000	1

The following transactions took place in 2024.

On 6 March 2024, Clove Investments Holdings Limited transferred 38,750 ordinary shares of 0.01p to an Employee Benefit Trust of the Company for an agreed consideration of £873,425 in cash.

On 24 July 2024, the Company undertook a share buy-back of 727,907 ordinary shares of 0.01p each from an ex-shareholder for an agreed consideration of £25,010,884. These shares were subsequently cancelled. The share buy-back transaction was settled through cash and loans.

On 1 August 2024, an Employee Benefit Trust of the Company bought 155,980 ordinary shares of 0.01p each from an individual for an agreed consideration of £5,359,473. The share purchase transaction was settled through cash and amount due to director.

Dividend

Group:	2024	2023
Interim dividend for the year ended 31 December 2024 of £0.7 (2023: £0.6) per fully paid share	**4,353**	3,849

Company:	2024	2023
Interim dividend for the year ended 31 December 2024 of £0.7 (2023: £0.6) per fully paid share	**4,359**	3,940

No final dividend has been paid for the year ended 31 December 2024 (2023: £nil).

Reserves
The foreign exchange reserve holds gains and losses on the re-translation of subsidiaries denominated foreign currencies.

Retained earnings movement relates to the profit and loss result of the year, distribution of dividends and equity-settled share-based payment transactions. For the year ended 31 December 2023, the share-based payment reserve has been reclassified to retained earnings. Previously, the share-based payments reserve was presented separately as an equity reserve in both the Company and Group financial statements. In order to present more fairly the realised profit and loss from share-based payment transactions, the decision has been taken to remove the classification, and to re-present the amount recognised under the share-based payment reserve as part of retained earnings within equity. The reclassification has no impact on any other financial statement line items. Share-based payment transactions accumulated within retained earnings as at 31 December 2024 amounted to £nil (2023: £nil).

Own shares relate to treasury shares and are held by the Employee Benefit Trust and a subsidiary company of Mace Finance Limited. Own shares are deducted from equity and the shares are held at historical cost until they are sold. The number of shares held by the Company and Group are as follows:

	Company Number of shares	Company £000s	Group Number of shares	Group £000s
As at 1 January 2023	**273,037**	**4,363**	**423,037**	**7,744**
Repurchase of shares	126,250	2,846	15,000	338
Cancellation of shares	(15,000)	(338)	(15,000)	(338)
Shares transferred to award owners	(28,037)	(62)	(28,037)	(62)
As at 31 December 2023	**356,250**	**6,809**	**395,000**	**7,682**
Repurchase of shares	**883,887**	**30,371**	**883,887**	**30,371**
Cancellation of shares	**(727,907)**	**(25,011)**	**(727,907)**	**(25,011)**
Purchase of own shares from a subsidiary company	**38,750**	**873**	**–**	**–**
As at 31 December 2024	**550,980**	**13,042**	**550,980**	**13,042**

24. Notes to the cash flow statement

Group reconciliation of operating activities to operating cash flows

	Note	2024 £000s	2023 £000s
Cash flows from operating activities			
Profit before interest and tax		**51,703**	65,048
Adjustments for:			
Loss in the year before interest and tax – discontinued operations		**–**	(87)
Profit on disposal of property, plant and equipment		**(1,097)**	–
Depreciation of property, plant and equipment	13	**8,572**	7,326
Amortisation of intangible assets	14	**3,577**	3,736
Profit on disposal of investments		**(260)**	(46)
Share of net profits of joint ventures	15	**(791)**	(731)
Revaluation to fair value		**719**	4,313
Impairment on loan to joint venture		**6,625**	11,730
Movement on provisions		**(9,845)**	(13,488)
Movement on reimbursement asset in respect of professional indemnity claims		**27,707**	(26,480)
Income from government grants		**(294)**	(334)
Share-based payments		**(983)**	–
Foreign exchange – retranslation		**4,987**	(4,242)
Cash flows before changes in working capital		**90,620**	46,745
Working capital changes:			
Increase in trade and other receivables		**(147,093)**	(108,085)
(Increase)/decrease in work in progress		**(138)**	112
Increase in trade payables		**143,845**	124,961
Government grants and loan		**294**	334
(Increase)/decrease in working capital		**(3,092)**	17,322
Income taxes paid		**(16,247)**	(6,764)
Net finance costs		**(8,276)**	(3,104)
Net cash inflows from operating activities		**63,005**	54,199

Reconciliation of changes in liabilities arising from financing transactions

			Non-cash changes				
	1 January 2023 £000s	Cash flows £000s	Foreign exchange movement £000s	Additions £000s	Disposals £000s	Interest £000s	31 December 2023 £000s
Bank borrowings before unamortised loan fees	30,000	20,000	–	–	–	–	50,000
Lease liabilities	25,518	(5,561)	(179)	13,538	(3,009)	–	30,307
Derivatives not designated as hedging instruments: Foreign currency exchange contracts	7	–	–	–	(7)	–	–
Total liabilities from financing activities	55,525	14,439	(179)	13,538	(3,016)	–	80,307

			Non-cash changes				
	1 January 2024 £000s	Cash flows £000s	Foreign exchange movement £000s	Additions £000s	Disposals £000s	Interest £000s	**31 December 2024 £000s**
Bank borrowings before unamortised loan fees	50,000	40,000	–	–	–	–	**90,000**
Director loans, shareholder loans and ex-shareholder loan	–	25,000	–	–	–	500	**25,500**
Lease liabilities	30,307	(5,853)	6	5,435	(1,258)	–	**28,637**
Total liabilities from financing activities	80,307	59,147	6	5,435	(1,258)	500	**144,137**

Restricted cash
Restricted cash of £8.5m (2023: £11.1m) includes £5.9m (2023: £8.6m) held within joint operations for restricted use, including £5.8m (2023: £2.6m) of cash held in project bank accounts. £1.0m (2023: £nil) was held for specific withholding tax payment and £1.2m (2023: £nil) was held for specific client funds. There are some other smaller restricted cash balances amounting to £0.4m (2023: £1.3m).

Net cash reconciliation	Note	2024 £000s	2023 £000s
Short-term lease liabilities and borrowings	21	**(14,679)**	(6,854)
Long-term lease liabilities and borrowings	21	**(128,427)**	(73,453)
Bank overdrafts		**(57,001)**	(35,791)
Less: lease liabilities	21	**28,637**	30,307
Cash at bank (excluding restricted cash)		**320,164**	211,600
Net cash		**148,694**	125,809

Cash, cash equivalents and bank overdrafts are subject to Group-wide cash pooling arrangements, where the banks have right of set off to the credit and debit balances. The table above has been re-presented to show both the gross and net positions, as a result of a change in accounting policy (see note 1).

Parent company financial guarantees
The Company is party to group liabilities with its principal and secondary bankers across two cash pools. For each separate pool, there is a right of set-off for entities in each pool. Certain group companies have overdrawn balances of £9m at 31 December 2024, but there was no group indebtedness to its principal or secondary bankers.

25. Share-based payments

Share-based payment charges arising from share appreciation rights relating to directors of the Company have been charged to the statement of comprehensive income and disclosed within directors' remuneration in note 9.

Share appreciation rights scheme
In 2024, a subsidiary company issued 83,750 (2023: 152,500) share appreciation rights to one individual (2023: three individuals). The share appreciation rights are associated with ordinary shares of the Company that are beneficially owned jointly by the relevant individuals and by an Employee Benefit Trust (Sovereign Fiduciary Trust Company Limited), which is a consolidated entity within the Mace Finance Limited group. The jointly owned shares do not have voting rights or rights to receive a dividend. The share appreciation rights only crystallise, through an exercise of options by the Employee Benefit Trust, in specific circumstances such as a change in the capital structure of the business or a change in the relevant individuals' employment status. The amount payable under the share appreciation rights will be calculated with reference to the value of the Company at the time the share appreciation rights crystallise. The share appreciation rights will be settled in cash by the exercise of options by the Employee Benefit Trust. A charge of £983k has been recognised in 2024 (2023: £nil), largely as a result of one of the conditions being met for one individual. The share-based payment liability as at 31 December 2024 is £96k (2023: £nil).

The following table summarises the number of share appreciation rights granted under the scheme.

	2024	2023
As at 1 January	**297,500**	145,000
Granted during the year	**83,750**	152,500
Waived during the year	**(36,250)**	–
Settled during the year	**(75,000)**	–
As at 31 December	**270,000**	297,500

26. Related party transactions

Group	2024 £000s	2023 £000s
Transactions between the Group and its joint ventures		
Trading transactions		
Sales	**2,088**	2,466
Non-trading transactions		
Dividends received	**1,093**	13
Write-off of loan with joint venture	**(10,000)**	–

Balances between the Group and its joint ventures can be found in notes 17 and 19.

Loans to directors
Loans to directors disclosed in receivables (note 17) are loans owed by directors and are repayable on demand in cash. These loans are not interest bearing.

Loans and related interest from directors, shareholders, ex-shareholder
Directors, shareholders and an ex-shareholder have provided loans included in lease liabilities and borrowings (note 21). These loans, due to directors, shareholders, and ex-shareholder are repayable depending on the future performance of the Group and are expected to be repaid within 5 years.

Transaction with ex-shareholder
See note 23 for further details of the transaction with the ex-shareholder.

See the section on capital management in the financial risk management note 3 for further details on the shareholder loans, ex-shareholder loan and director loans. Interest is charged on these borrowings at 12%.

27. Leases

The Group holds property leases for offices in the UK and internationally. The most significant property lease is for the Group's head office in Moorgate, London. The Group also has short-term leases for motor vehicles.

The Group acted as a lessor in the period and received rental income for student accommodation, retail units, residential units and a hotel through joint ventures in the Group. The Group also acted as a lessor for sub-leases of two properties through subsidiaries in the Group. The related cash flow and maturity of lease receivables through subsidiaries in the Group are shown as below.

	Group	
	2024 £000s	2023 £000s
Income in relation to leasing	**231**	209

Lease receivables as at the balance sheet date are detailed below:

	2024 £000s	2023 £000s
Due within 1 year	**248**	209
Due within 2-5 years	**364**	428
Total	**612**	637

Cash flows in relation to leases

	Group	
	2024 £000s	2023 £000s
Cash inflow in relation to leases where Mace is the lessor	**231**	209
Cash outflows in relation to leases where Mace is the lessee	**(8,267)**	(6,536)
Net cash outflow	**(8,036)**	(6,327)

The principal element of the lease payment is included in financing activities and the interest component is included in operating activities in the cash flow statement.

Other disclosures:
Analysis of the right-of-use assets on the balance sheet is included in the property, plant and equipment note 13.

Analysis of the lease liabilities on the balance sheet is included in the lease liabilities and borrowings note 21 and the related interest charge in the interest note 8.

The maturity analysis of the lease liabilities is presented in the financial risk management note 3.

In addition to the closing lease liability at the year end, the Group also has commitments for leases that are short term. The expense incurred in relation to these leases is disclosed in the operating profit note 6.

Commitments in relation to short-term leases expenses are expected to be in line with the annual expense disclosed for the year ended 31 December 2024, as reported in the operating profit and EBITDA note 6.

28. Post balance sheet event

On 30 April 2025, the Serious Fraud Office (SFO) announced a bribery investigation in relation to the construction of a data centre in the Netherlands. The target of the investigation is Blu-3 (a supplier to Mace) and former associates of Mace Group. We have a zero tolerance approach to bribery or any other breach of our code of ethics, and are supporting the SFO fully with their investigation.

29. List of joint ventures, joint operations and associate undertakings

The following is a list of joint ventures and associate entities of Group.

Consult

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)^	Voting rights 2023 (%)	Nature of business
Mace Avista Pty Ltd (dissolved 19 January 2025)	Australia	Australia	50	50	Consult
Mace – Engenharia E Servicos Ltda#	Angola	Angola	47	47	Consult
MMQSMace Consultancy (Pty) Limited (disposed on 7 January 2025)	South Africa	South Africa	49	49	Consult
MMQS Mace (Pty) Limited (disposed on 7 January 2025)	South Africa	South Africa	48	48	Consult
CLM Delivery Partner Limited*	United Kingdom	United Kingdom	25	25	Consult
MWJV Limited	United Kingdom	United Kingdom	50	50	Consult
Mace – Jacobs Consortium#	Greece	Greece	50	50	Consult

Group

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)^	Voting rights 2023 (%)	Nature of business
BDC Phase 2 Limited*	United Kingdom	United Kingdom	50	50	Develop
Botley Developments (Holdings) Limited*	United Kingdom	United Kingdom	50	50	Develop
Botley DevManCo Limited*	United Kingdom	United Kingdom	50	50	Develop
Commercial Road Development Management Limited*	United Kingdom	United Kingdom	50	50	Develop
Mace Develop Latimer (Stevenage) LLP* (dissolved 10 November 2024)	United Kingdom	United Kingdom	50	50	Develop
Mace Develop Latimer (Stevenage) Plot A LLP* (dissolved 20 August 2024)	United Kingdom	United Kingdom	50	50	Develop
Mace Develop Latimer (Stevenage) Plot K LLP* (dissolved 20 August 2024)	United Kingdom	United Kingdom	50	50	Develop
Mace Develop Latimer Limited* (dissolved 3 September 2024)	United Kingdom	United Kingdom	50	50	Develop
MPD Trinity LLP#*	United Kingdom	United Kingdom	33	33	Develop
Swingate Developments LLP#* (incorporated 29 February 2024)	United Kingdom	United Kingdom	50	–	Develop
Swingate Holdings Limited* (incorporated 1 March 2024)	United Kingdom	United Kingdom	50	–	Develop
Swingate Phase 1A LLP#* (incorporated 4 March 2024)	United Kingdom	United Kingdom	50	–	Develop
The Botley Development Company Limited*	United Kingdom	United Kingdom	50	50	Develop
West Way Academic Residential 1 Limited*	United Kingdom	United Kingdom	50	50	Develop
West Way Academic Residential 2 Limited*	United Kingdom	United Kingdom	50	50	Develop
Westway Estate Management Limited*	United Kingdom	United Kingdom	50	50	Develop

* Companies are registered at head office address in the UK: 155 Moorgate, London, EC2M 6XB, England
^ Unless indicated otherwise all companies have ordinary share capital
\# Partnership with no share capital

The following is a list of other joint arrangements that the Group participate in.

Consult

Unincorporated joint arrangement	Participation share 2024 (%)	Participation share 2023 (%)	Nature of arrangement
Dubai Expo 2020	49	49	Consult
Paragon	50	50	Consult
Schiphol Airport (Pier Airside)	55	55	Consult
TfL Integrator	50	50	Consult
Highways England PDP	33	33	Consult
Peru G2G	45	45	Consult
Hudson Tunnel Project	31	–	Consult
Northern Estate (Programme, Project and Cost Management Services to the Corporate Officers of the House of Commons and the House of Lords)	50	50	Consult
Bicentenary Education G2G	50	50	Consult
Ontario Go Expansion	33	33	Consult
Metrolinx Subways Delivery Partner	33	33	Consult

Construct

Unincorporated joint arrangement	Participation share 2024 (%)	Participation share 2023 (%)	Nature of arrangement
Sumner Street – Landsec	0	50	Construct
HS2 Euston	50	50	Construct (2023: Consult)
HS2 Curzon Street	50	50	Construct (2023: Consult)

30. List of subsidiary undertakings

The following is a list of the direct and indirect subsidiary entities of the Group.

Construct

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)	Voting rights 2023 (%)	Nature of business
Mace International Construction (Belgium) BV Avenue Marnix 23, fifth floor 1000 Brussels Belgium	Belgium	Belgium	100	100	Construct
Mace Technology Denmark ApS Harbour House Sundkrogsgade 21 2100 Copenhagen Denmark	Denmark	Denmark	100	100	Construct
Mace Technology (Ireland) Limited Floor 3, Block 3 Miesian Plaza Dublin 2, Ireland	Ireland	Ireland	100	100	Construct
Mace Management Services B.V. Zuidplein 116 Tower H, Level 14, 1077XV Amsterdam Netherlands	Netherlands	Netherlands	100	100	Construct
Como Construction Limited*	United Kingdom	United Kingdom	100	100	Dormant
Como Group Limited*	United Kingdom	United Kingdom	100	100	Holding company
Como Homes Limited*	United Kingdom	United Kingdom	100	100	Dormant
Mace Construct Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Construct Specialist Services Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Construction (International) Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Facades Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Interiors Group Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Living Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace MEP Services Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Plus Academies Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Plus Group Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Plus Limited*	United Kingdom	United Kingdom	100	100	Construct
Mace Tech Limited*	United Kingdom	United Kingdom	100	100	Construct

Consult

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)	Voting rights 2023 (%)	Nature of business
Mace Australia Proprietary Limited S14 02' Level 14, 68 Pitt Street, Sydney NSW 2000 Australia	Australia	Australia	100	100	Consult
Mace Consultancy (Canada) Limited [B] c/o ARC Information Services Inc 3-84 Castlebury Crescent Toronto, Ontario M2H 1W8 Canada	Canada	Canada	100	100	Consult
Mace Consultoria Colombia S.A.S. Cr 7 N. 71 52 To B P 10 Bogota D.C. Colombia	Colombia	Colombia	100	100	Consult
Mace Zagreb d.o.o. Petrinjska 42 a Zagreb 10000 Croatia	Croatia	Croatia	100	100	Consult
Callomin Property Solutions Limited 59-61 Acropolis Avenue 3rd floor, Flat 301 Nicosia 2012 Cyprus	Cyprus	Cyprus	100	100	Consult
Mace Holdings Limited [B] 59-61 Acropolis Avenue 3rd floor, Flat 301 Nicosia 2012 Cyprus	Cyprus	Cyprus	100	100	Consult – Holding company
Mace International Limited [B] 59-61 Acropolis Avenue Savvides Court 3rd floor Nicosia 2012 Cyprus	Cyprus	Dubai	100	100	Consult
Mace Egypt for Project Management L.L.C. Building 19 A Cairo Business Park El Nasr St. New Cairo Egypt	Egypt	Egypt	100	100	Consult
Mace Projets Sarl 27 Place de la Madeleine 75008 Paris France	France	France	100	100	Consult
Mace GmbH Hamburger Allee 45 60486 Frankfurt Germany	Germany	Germany	100	100	Consult
Mace Management Service Limited Kwakkranya Street Accra 1359 Ghana	Ghana	Ghana	100	100	Consult
Mace Limited 29/F, Tower 5, The Gateway 15 Canton Road Harbour City, Tsim sha Tsui, Kowloon Hong Kong	Hong Kong	Hong Kong	100	100	Consult
Tencore Limited Unit 507, 5/F Chinachem Plaza 77 Mody Road Tsim Sha Tsui East Hong Kong	Hong Kong	Hong Kong	100	100	Consult
Tenman (HK) Limited Unit 507, 5/F Chinachem Plaza 77 Mody Road Tsim Sha Tsui East Hong Kong	Hong Kong	Hong Kong	100	100	Consult
Mace Project & Cost Management Private Limited 01A171 & 01A172 Platina Tower, MG Road Near Sikandarpur Metro Station, Sector 28 Gurgaon Haryana 122002 India	India	India	100	100	Consult
Mace Consultancy (Ireland) Limited Floor 3 Block 3, Miesian Plaza Dublin Ireland	Ireland	Ireland	100	100	Consult
Mace Consultancy (Jersey) Limited 44 Esplanade, St Helier Jersey JE4 9WG	Jersey	Jersey	100	100	Consult
Mace Management Services LLP 78, Baitursynuly Street Apartment 38, Almalinskiy District 050022 Almaty Kazakhstan	Kazakhstan	Kazakhstan	100	100	Consult
Mace Management Services Limited The Westwood, 9th Floor Vale Close off Ring Road Westlands Nairobi Kenya	Kenya	Kenya	100	100	Consult

30. List of subsidiary undertakings (continued)

Consult (continued)

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)	Voting rights 2023 (%)	Nature of business
Mace YMR Limited Liability Partnership Plot NO LR 209, 11459 Lion Place, Waiyaki Way Kenya	Kenya	Kenya	61	61	Consult
Mace Limitada Alameda Dr. Carlos d'Assumpcao, no. 263, China Civil Plaza 6o. andar M e N Macau	Macau	Macau	100	100	Consult
MaceYMR Ltd c/o Matco Limited, 11th floor, Tower 1 Nexteracom Building Ebene Cybercity Mauritius	Mauritius	Mauritius	61	61	Consult
Mace Management Services, SARL 106, Rue Abderrahman Sehraoui Casablanca, 20070 Morocco	Morocco	Morocco	100	100	Consult
Utremace B.V. Zuidplein 116, Tower H, Level 14 1077XV Amsterdam Netherlands	Netherlands	Netherlands	100	100	Consult
Mace Management Services Limited 24B Amodu Tijani Close, Victoria Island, Lagos State, Nigeria	Nigeria	Nigeria	100	100	Consult
Mace International LLC PO Box 686 Muscat Governatorate Mutrah, Ruwi 112 Oman	Oman	Oman	65	65	Consult
Mace Consult Pakistan (Private) Limited 4th Floor, Central Hotel Building Civil Lines Mereweather Road Karachi Pakistan	Pakistan	Pakistan	100	100	Consult
Mace Consultancy (Peru) S.A.C Avenue Santo Toribio 143 San Isidro Lima, Peru	Peru	Peru	100	100	Consult
MaceTpm Inc. (previously named as Tenman Project Management Inc.) Rooms 805-808, 8th Floor The One Executive Office Building 5 West Avenue Brgy Nayong Kanluran Quezon City, Philippines	Philippines	Philippines	100	60	Consult
Mace Polska Spolka zoo ul. Rondo Daszynskiego 2B00-843, Warszawa Poland	Poland	Poland	100	100	Consult
Mace – Consultoria e Gestao de Projectos e Construcao, Lda Rua Cidade de Cordova, 2A 2610-038 Alfragide Portugal	Portugal	Portugal	100	100	Consult
Mace Management Services Limited Umujyi wa Kigali Gasabo, Kacyiru Rwanda	Rwanda	Rwanda	100	100	Consult
Mace Arabia for Engineering Consultancy LLC The Business Gate, Unit A, Ground Floor Zone C, Building 4 PO Box 12195 Riyadh, 11473 Saudi Arabia	Saudi Arabia	Saudi Arabia	100	100	Consult
Mace Holdings Limited Al Mousa Centre, Tower 4 Unit 435, Olaya Street PO Box 9817, Riyadh 12241 Saudi Arabia	Saudi Arabia	Saudi Arabia	55	55	Consult
Mace Regional Headquarter Company The Business Gate, Unit A, Ground floor Building C4 East Ring Airport Road Riyadh Saudi Arabia	Saudi Arabia	Saudi Arabia	100	–	Consult
Mace Asia Consultancy Pte Ltd 9 Raffles Place #26-01 Republic Plaza 048619 Singapore	Singapore	Singapore	100	100	Consult
Mace Project Solutions (Pty) Limited Bryanston Place Office Park 1st Floor Southview Building 199 Bryanston Drive Bryanston Gauteng 2120 South Africa	South Africa	South Africa	48	48	Consult
Mace Management Services (Pty) Limited Floor 2 Building 1 Waverley Office Park 15 Forest Road, Bramley Johannesburg Gauteng 2199 South Africa	South Africa	South Africa	100	100	Consult
Mace Management Services S.A C/Albacete 5 Floor 7, 28027 Madrid Spain	Spain	Spain	100	100	Consult
Management and Excellence Consultancy (Qatar) Limited 2nd Floor, Office 204 Building 63, Al Matar Street 310 Zone 27, Doha Qatar	State of Qatar	State of Qatar	97	97	Consult
Mace Management Services AG c/o OBT AG Steinengraben 42, 4051, Basel Switzerland	Switzerland	Switzerland	100	100	Consult
Mace Construction Management and Consultancy Services Limited Maçka Cad.Tuncer Building, No:29 D.13 Maçka, Şişli Istanbul, Turkey	Turkey	Turkey	100	100	Consult
Integrated YMR Partnership Uganda Plot 24b Akibua Road, Nakasero Ericson Building 3rd Floor Kampala Uganda	Uganda	Uganda	51	51	Consult
Mace (New Zealand) Limited* [B]	United Kingdom	United Kingdom	100	100	Consult
Mace (Russia) Limited* (dissolved 8 October 2024)	United Kingdom	United Kingdom	100	100	Consult
Mace (Slovakia) Limited* (dissolved 8 October 2024)	United Kingdom	United Kingdom	100	100	Consult
Mace Angola Special Projects Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace Consult Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (Asia Pacific) Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (Europe) Limited* [B]	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (MENA) Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (Netherlands) Limited* [B]	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (Peru) Limited* [B]	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (Sub-Saharan Africa) Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace Consultancy (The Americas) Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace Cost Consultancy Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace International (UK) Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace International Overseas Limited* [B]	United Kingdom	United Kingdom	100	100	Consult
Mace Projects (South Africa) Limited* [B]	United Kingdom	United Kingdom	100	100	Consult

30. List of subsidiary undertakings (continued)

Consult (continued)

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)	Voting rights 2023 (%)	Nature of business
Mace Sustain Limited*	United Kingdom	United Kingdom	100	100	Consult
Msecure Limited*	United Kingdom	United Kingdom	100	100	Consult
Mace North America Limited [B] 3500 Lenox Road Suite 1500 Atlanta GA 30326 United States of America	USA	USA	100	100	Consult
Mace Vietnam Company Limited [B] Floor 13, BIDV Tower, No. 194, Tran Quang Khai Street Ly Thai To Ward Hanoi City Vietnam	Vietnam	Vietnam	100	100	Consult

Other

Company	Country of registration/ incorporation	Tax Residency	Voting rights 2024 (%)	Voting rights 2023 (%)	Nature of business
Clove Holdings Investments Limited**	Gibraltar	Gibraltar	N/A	N/A	Holding company of Employee Benefit Trust
Mace Group I.C.S Limited Floor 3, Block 3 Miesian Plaza Dublin 2 Ireland	Ireland	Ireland	100	100	Non-trading
City Fringe Limited*	United Kingdom	United Kingdom	100	100	Holding company
Mace Group Limited*	United Kingdom	United Kingdom	100	100	Construct, Consult and Develop
Mace Limited* [B]	United Kingdom	United Kingdom	100	100	Construct, Consult and Develop
Mace Living Solutions Limited	United Kingdom	United Kingdom	100	100	Living Solutions
Mace Infrastructure Limited	United Kingdom	United Kingdom	100	100	Dormant
Mace Macro Limited*	United Kingdom	United Kingdom	100	100	Dormant
Graduation Student Living Limited*	United Kingdom	United Kingdom	100	100	Develop
Greenwich Square Commercial Limited*	United Kingdom	United Kingdom	100	100	Develop
Greenwich Square Limited*	United Kingdom	United Kingdom	100	100	Develop
Mace Develop Limited*	United Kingdom	United Kingdom	100	100	Develop
Mace Developments (Greenwich) Limited*	United Kingdom	United Kingdom	100	100	Develop
Mace Developments (Stevenage) Limited*	United Kingdom	United Kingdom	100	100	Develop
Mace Developments Limited*	United Kingdom	United Kingdom	100	100	Develop
Mace Estate Solutions Limited*	United Kingdom	United Kingdom	100	100	Develop

* Companies are registered at head office address in the UK: 155 Moorgate, London, EC2M 6XB, England.
** Clove Investments Holdings Limited is an indirect investment of the Company. It is a direct investment of the Mace Finance Limited Employee Benefit Trust. The shareholder of Clove Investment Holdings Limited is a nominee shareholder and acts on letter of wishes given to them by Mace Finance Limited.
B Companies with one or more international branch registrations.

The Company has guaranteed the liabilities of the following subsidiary exempt from audit under Section 479A of the Companies Act 2006. The Company name and registered number (CRN) is: Mace Group Limited (CRN: 4228706).

Mace Limited guarantees the liabilities for subsidiaries of the Group exempt from audit under Section 479A of the Companies Act 2006. This list is detailed within the consolidated accounts of Mace Limited.

31. Ultimate controlling party

There is no ultimate controlling party of the Company.

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