



# TAX POLICY

November 2025

**Version 1.0**

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## Version Control

Version / date	Policy Manager	Policy Approver	Notes on changes since last version
V1.0 November 2025	Group Head of Tax - Miranda Chamberlin	MEB Board representee, Chief Financial Officer	No material amends. Separate policy for Consult Group.

## 1. Introduction

Mace Consult is a purpose-led business committed to having a transformative positive impact on our people, the communities in which we work and wider societies across the globe. Our Responsible Business Strategy is to Pursue a Sustainable World and Mace Consult recognises that Tax plays a material role in that.

Tax is an important lever which has a fundamental positive contribution to the governments of the countries in which we work, it acts to redistribute wealth and to influence behaviours, particularly around climate impact.

Mace Consult wish to pursue a responsible approach to our Tax footprint, ensuring we are paying our fair share of tax, in a timely manner, in all the countries in which we operate.

## 2. Scope

Mace Consult is a UK headquartered company with a corporate presence across the globe. This policy and approach apply to all Mace Consult entities within the Group, regardless of the country they are based in.

This policy is effective from 1 November 2025 and will remain effective until any amendments are approved by the Board. This Policy has been prepared in accordance with paras 16 (2), schedule 10, Finance Act 2016.

## 3. A responsible business

Mace Consult is proud to champion responsible business behaviours, with a dedication to adding longer term societal value through every service we offer.

In this vein Mace Consult is committed to complying with tax law in a responsible way. Our policy is to pay the correct amount of tax, in a timely manner, with the level of transparency required by both tax authorities and our clients. To achieve these aims, our approach to tax is driven by the following undertakings:

- Paying the right amount of tax in accordance with relevant statute and case law.
- Not partaking in tax planning that is perceived to be aggressive or that delivers advantages that were clearly not the intention of the legislation. Any available tax exemptions/reliefs in the territories in which we operate will be applied where such reliefs align with our operational presence in any jurisdiction and reflect the spirit of the legislation.
- Taking decisions regarding both UK and international structuring that are driven by operational rationale, and never with the aim of avoiding tax.
- Carrying out transactions between Mace Consult Group companies on an arms-length basis in accordance with the relevant OECD guidelines. And never seeking to erode profit margin through the artificial movement of costs for tax purpose.

- Taking reasonable care to prevent the facilitation of tax evasion by our staff and associates pursuant to our responsibilities under the Criminal Finances Act 2017.
- Conducting business in an honest, lawful and ethical way, without the use of corrupt practices or acts of bribery, taking a zero-tolerance approach to bribery and corruption of all kinds.
- Never using countries denoted as tax havens for tax avoidance purposes nor take advantage of the financial securities that these jurisdictions can provide. Any presence in those countries will be for reasons of bona fide commercial rationale.

As part of being a responsible business, Mace Consult chooses to comply annually with the Fair Tax Mark awarded by the Fair Tax Foundation. The Fair Tax Mark is awarded to companies that can demonstrate clear and transparent structures, leading edge financial and tax transparency and to companies that can demonstrate they are paying the right amount of corporate tax at the right time and in the right place. Additional tax reporting is required to meet this standard, and this is contained in the publicly available Tax Policy Report. Mace Consult have been Fair Tax accredited since 2020.

## 4. Our relationship with HMRC and other tax authorities

We endeavour to promote a collaborative, professional working dialogue with HMRC and all other tax/fiscal authorities in the overseas territories in which we do business.

We aim to build open, transparent and trusted relationships with the relevant authorities, acting promptly to establish certainty and to achieve early resolution of any tax related disputes or queries.

Mace Consult was awarded a Low-Risk status from HMRC in 2025. Low Risk status is awarded where the taxpayer has an open and transparent relationship with HMRC and can be trusted to file returns accurately and on time and voluntarily bring to HMRC's attention any matters which must be disclosed outside of the returns. It means the taxpayer can demonstrate a robust tax risk management framework that is commensurate with the complexities of the business.

## 5. Tax risk management

Mace Consult regularly assesses and monitors areas and levels of tax risk and the on-going suitability of its existing tax risk management procedures, often with the input of third-party advisors. We document and implement extensive control procedures over our tax compliance function, and we perform a wide audit programme internally on tax compliance processes.

As part of the risk management framework of our corporate footprint, Group Tax have an active role in the approval process for the creation of all new entities within the Group and any transaction with potential tax consequences. We remain committed to effectively managing company risk and reporting.

The Mace Consult Executive Board reviews this policy annually to ensure that it is complied with, and that the business is operating in line with our commitments to tax fairness.

## 6. Corporate governance

Strong, transparent and accountable governance safeguards the health of Mace Consult. It underpins our ability to 'Redefine the Boundaries of Ambition', providing development opportunities for all our people while building a robust and sustainable business.

As such, the Group Head of Tax, owns and takes responsibility for the Mace Consult approach to tax and this is approved by the Group Board. The Group Head of Tax is responsible for:

- Embedding this Tax Policy consistently across the business and implementing processes to deliver the correct amount of tax;
- Monitoring, updating, measuring and amending those processes, as demanded by both tax legislation and best practice, to support the business as it grows; and
- Supporting the Group Board, and the business, in its commercial vision and maintaining the profile of tax high on the Board agenda.

## 7. Further support

Any queries relating to this policy should be directed to the Group Head of Tax at [info@macegroup.com](mailto:info@macegroup.com).

## 8. Policy communication

This policy may be reviewed and updated at any time as required by Mace Consult Group.