

Slavery and human trafficking policy statement

This policy statement sets out the approach Mace Group and its subsidiaries ('Mace') has taken to date and those we intend to take over the 2018 financial year with the aim of ensuring that modern slavery or human trafficking are not taking place within our business or our supply chain.

All Mace Group companies rely upon this statement, where necessary, for the purpose of complying with their individual annual reporting requirements of the Modern Slavery Act 2015. The approach and processes referred to within this statement are relevant to all group companies. Mace will monitor their performance in complying with requirements and produce an update in subsequent annual statements.

The aim of this policy statement is to communicate our responsibilities and highlight the risks that modern slavery and trafficking pose to our business, clients and supply chain.

Mace is an international consultancy and construction company, providing programme and project management, cost consultancy, construction delivery and facilities management services. Mace works from five strategic hubs in Europe, Middle East and North Africa, the Americas, Asia Pacific and Sub-Saharan Africa. Our global supply chain is comprised of contractors, service providers, producers of materials and manufacturers of a variety of mechanical, electrical and other products used in professional services and the construction process.

Integrity is one of the core values under which Mace operates. Mace is committed to being a responsible business and to upholding high ethical standards in all our operations, including those of our supply chains, around the world. Our commitments are summarised in our Health and Safety and Responsible Materials Procurement policies.

The Global Slavery Index presents significant evidence that highlights the risk that labour standards issues could be present in construction and property supply chains. Specifically in the production of construction materials, delivery of construction activities and through the provision of professional services equipment such as laptops and phones.

To identify and mitigate the risks of slavery and human trafficking, Mace takes the following focussed approach to the procurement of labour, goods and services:

- Identification of issues and risks
- Collaboration with our clients, peers and suppliers
- Clear definition and contractual communication of our expectations
- Use of Achilles Building Confidence and other prequalification tools to assess UK contractor and supplier compliance; and further due diligence of international suppliers using the Supplier Ethical Data Exchange (SEDEX). These tools assess suppliers against labour standards, health and safety, environmental and business ethics criteria, identifying issues and risks.

- The resolution of challenges through training and supplier development
- Compulsory training for all Mace staff and construction supplier leadership teams on slave labour and human trafficking risks and how to spot the signs of potential issues

Where Mace acts in an advisory capacity, we advise our clients of the requirements of the 2015 Act and provide guidance on the associated modern slavery risks that their supply chains may present.

Where staff have concerns around issues of forced labour, human rights, recruitment practices or exploitation, they are encouraged and expected to report concerns to management via a confidential email address (compliance@macegroup.com). All reports will be investigated by the Group Head of Assurance.

2017 progress

Our E-Learning module was launched in 2017, and formed one of the compulsory modules to be undertaken during new starter probationary periods. This module was also rolled out to our existing global workforce.

By end 2017, around three quarters of all staff (directly employed and contractors) had completed the course.

This module is further reinforced through other training routes:

- Mace company induction for all new starters
- Mace Business School briefings for our construction supply chain
- Site-based sustainable construction training for Mace project teams and suppliers

The key focus of our use of SEDEX has been to map our supply chain modern slavery risks. In 2017 we more than doubled the number of our suppliers registered on the platform from 61 to 127. We use the SEDEX platform to help inform our procurement teams of potential risks specific to the countries they buy from. Using SEDEX data, we create heat maps to identify the risks associated with products and services that we use through our everyday operations and combined with a briefing sheet, we are able to highlight the risks that procurement teams should be aware of prior to placing an order. These briefing sheets allow teams to ask more probing pre-qualification questions and ultimately make more informed decisions.

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Where issues are identified, Mace works with suppliers to seek resolution through training and development. If the issue is deemed serious and/or is not capable of remediation Mace will remove the supplier from our supply chain unless and until the issue is fully resolved.

2018 plans

During 2018 we intend to increase workforce engagement, both within our own operations and across our supply chains to create open and transparent forums that will allow site workforces to raise any issues around modern slavery and human trafficking.

Our training will also evolve from a basic understanding of the risks to providing more detailed guidance to our procurement teams and suppliers.

Our risk mapping through SEDEX will continue into 2018, with a greater focus on the lower tiers of our supply chain. To aid us with this we will build on client and supply chain partnerships developed to date.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes Mace's slavery and human trafficking statement for the financial year ending 31 December 2017.

For and on behalf of the board

A handwritten signature in black ink, appearing to read "Mark Reynolds". The signature is written in a cursive style with a long horizontal flourish at the end.

Mark Reynolds
Chief Executive
February 2018