

Quality Policy Statement

The Mace Executive Board are committed to delivering the highest quality of consultancy and construction services to deliver exceptional outcomes for our stakeholders – with the ambition to embed Service Excellence in everything we do.

We are founded on a commitment to quality service for our clients and delivering on our promises. We are committed to achieving our core value of 'Client focus' by embedding quality at the heart of everything we do.

By redefining the boundaries of our ambition we aspire to deliver our products and services that exceed our client expectations.

Every project and programme is an opportunity to innovate and find better ways of doing things by connecting people to deliver above and beyond.

We aim to achieve this vision by implementing a strategy based upon:

- Client focus being a core value of the business
- Delivering our three business priorities of pursue a sustainable world, grow together and deliver distinctive value
- Service Excellence being an overarching aspiration for how we deliver our services and products
- Reducing and eliminating non conformances, snags and defects at source
- Compliance with management systems that meet internationally recognised standards

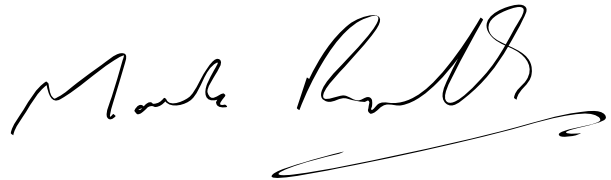
To achieve this, we will provide:

- an organisational structure and resources to support the implementation of this policy
- the MaceWay as the management system and arrangements via the Engage platform to provide a consistent approach to achieve our client, statutory, contractual and corporate requirements
- a customer-centric, outcome driven quality management approach
- information instruction and training in Quality related matters
- access to competent quality advice and guidance
- regular internal inspection, audit and assurance
- regular management review of the suitability and effectiveness of the management systems and arrangements to ensure continual improvement
- opportunities to identify products, services, markets and financial performance that will add value for clients and stakeholders

We expect our colleagues to:

- lead by example, implement this policy and drive compliance with the MaceWay and associated arrangements
- create a culture where quality is at the heart of everything we do
- be responsible for the quality of the products and services we provide
- understand and deliver our client's requirements, proactively managing our client engagement and satisfaction
- plan activities to deliver a quality product, with adequate arrangements to identify, eliminate, reduce or control and report quality related risks
- know the boundaries of their knowledge, skills and experience and seek advice, guidance, training or assistance in managing any aspect that exceeds these boundaries
- apply our principles of observe, engage and improve to drive quality performance and support colleagues to contribute to the completion of key tasks and effectiveness of the management systems
- influence other stakeholders to align with our vision and policy
- share knowledge, information, learning and achievements

For and on behalf of the Mace Executive Board



Mark Reynolds
Group Chairman and Chief Executive
January 2023