



Responsible business strategy

Be part of
the change

FOREWORD

The world of sustainability has evolved dramatically since we published our first responsible business strategy in 2017. Now it's time to challenge ourselves again and go bigger.



Mark Reynolds

Group Chairman and Chief Executive

In the six years since we launched our first responsible business strategy, we have achieved phenomenal results and used our global reach to help hundreds of our clients to achieve more than what they ever thought possible.

Our 2017 strategy gave us the guidance we needed to be an industry leader in sustainability and social value. Where challenges were holding the industry back from progressing, we fought through and showed what could be possible with the right skills and belief.

In one year we became carbon neutral. We delivered a project without using diesel. We moved towards 100% renewable electricity. We were the first UK construction company to sign up to RE100 and we were founding members of SteelZero and ConcreteZero. We rarely entered into a new idea with all the answers, but we were confident that we had the right people and the right determination to ensure success.

In 2021, our Business Strategy paved the way for new targets. Far bigger than what we could have dreamt of just a few years before.

We committed to reducing our carbon footprint by a further 10% each year, creating 500 hectares of biodiversity gain and delivering £700m of social value per year by 2026. But it was one further target that would see us go above and beyond.

We pledged to save 1 million tonnes of our clients' carbon by 2026. Carbon not created by Mace, but carbon that we had an opportunity to cut. Through our global reach and by applying our expertise and influence via the relationships we hold. This is our carbon handprint.

At the end of 2022 we announced that we had secured a pipeline of work that would see us exceed our target by 2026. And so, having seen the opportunities that exist and never content with a target being met, we will now go further.

Mace is driving change across our industry through buildings and infrastructure, not just to achieve our targets, but to do the right thing for the planet. Accelerating the built environment's response to the climate emergency through innovation, knowledge sharing, and partnerships.

Dialogue and transparency are crucial. We cannot afford to be competitive or precious about the data, skills, and ideas we need to share to transform our industry.

The planet depends on it.

OUR JOURNEY SO FAR



Climate change, biodiversity and social value

All are increasingly vital to how we operate as a business. Because they are important to our clients, they are valued by our people, and they are essential to the future of our planet.

When we launched our 2026 business strategy, Pursue a Sustainable World was firmly embedded as one of Mace's three priorities. It shows our emphasis on growing our clients' sustainability activities, realising their sustainability ambitions and keeping our focus firmly on delivering measurable results.

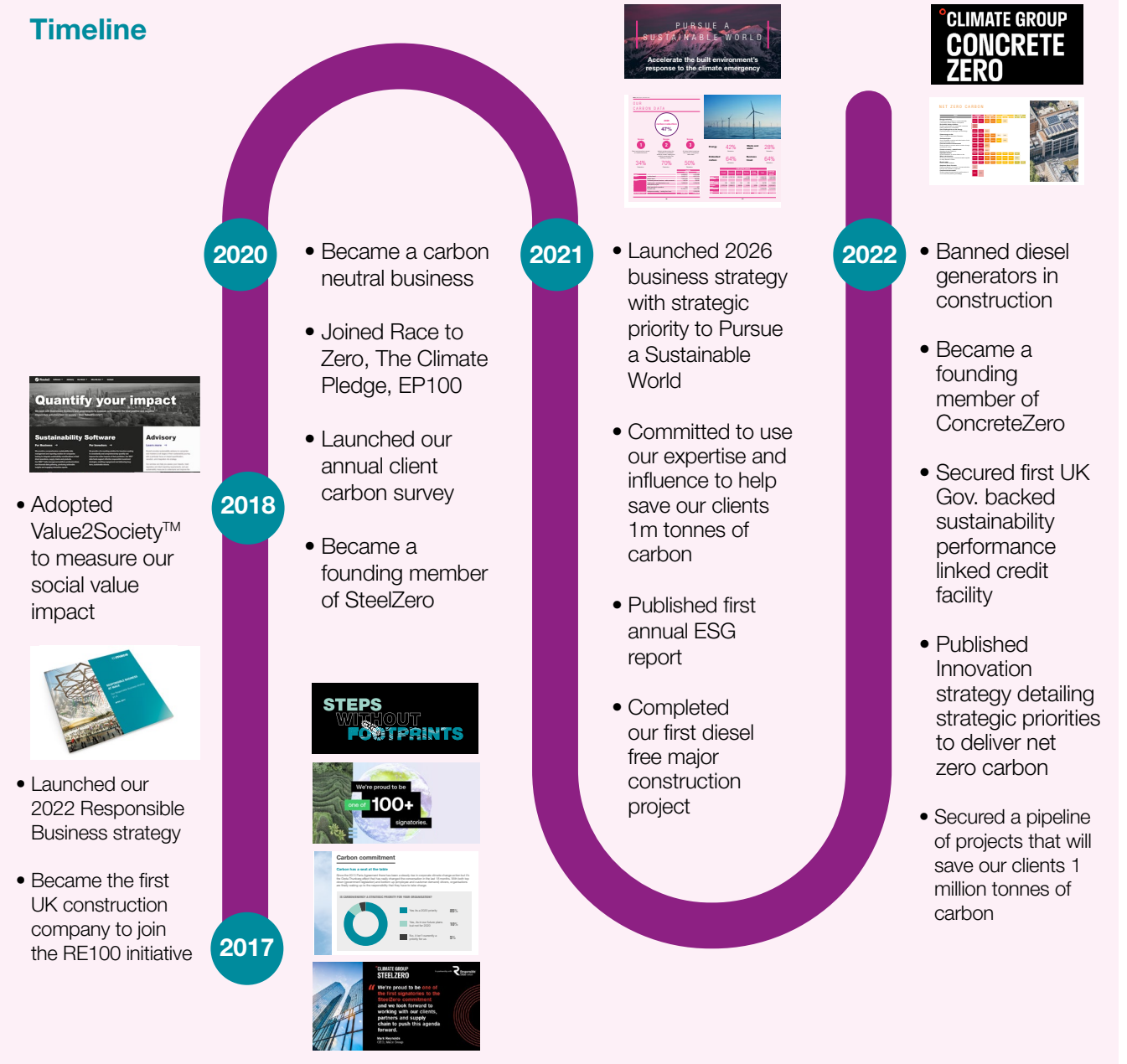
Since we released our 2017 Responsible Business strategy, virtually all our clients have committed to a net zero carbon journey. Solar and wind power have become some of the most affordable forms of energy generation across the globe. Biodiversity net gain and nature-related financial disclosures have leapt to the top of corporate

and government agendas as the direct impacts of climate change are felt across the world.

As we experience elevated inflation levels and a distressed global economy, we continue to ensure we add value to our society and leave a positive legacy. Being a responsible business is a fundamental part of doing that.

This strategy sets out Mace's focus areas and commitments for the world we live in now. This is to ensure that Mace, our clients, and our partners actively Pursue a Sustainable World for all.

Timeline



INTRODUCTION TO THE STRATEGY



James Low
Global Head of Responsible Business

**Like many businesses,
Mace has made
commitments to pursue
a sustainable world.
But words are nothing
without action.**

Our refreshed sustainability strategy focuses on driving change and empowering our people to deliver outcomes and impacts that create positive change.

Holding ourselves fully accountable is imperative for us to tackle the climate challenge. This strategy reflects the rapidly changing sustainability arena, the tools and resources available to us, and how we are all responsible for Mace achieving its responsible business ambitions.

More than carbon

Responsible business is so much more than carbon reduction. It is creating liveable communities with education, training, and employment opportunities, investing in natural solutions to protect, restore and enhance natural habitats. This cannot wait, so for this, we need to elevate biodiversity and social value alongside carbon.

Emerging priorities

Mace's role in industry groups such as ConstructZero have been pivotal in enabling knowledge to be shared and collaboration to translate into meaningful action that will help drive change at the speed and scale needed.

We also need to see a step change in behaviour and action. We must address emerging priorities such as creating a circular economy, being more productive with our energy use, and ensuring our entire supply chain also delivers a low carbon transition.

We all have a role to play

Everyone must act. What sets Mace apart is our ability to deliver results. Everyone at Mace must play their part for us to deliver sustainable outcomes and pursue a sustainable world.

This strategy lays the foundations for all of us to do exactly that.

Our 2026 pledges



Accelerating our response to the climate emergency



Protecting, restoring and enhancing our habitats



Generating value for communities and the wider economy

Our 2026 targets

10%

reduction of our carbon footprint per year

10m

tonnes of carbon savings for our clients

500ha

of biodiversity gain delivered

£700m

of annual value to society



Impacting climate change



IMPACTING CLIMATE CHANGE

We're living in a world that's developing fast. The societal need for property and infrastructure is ever-growing and the urgent need for sustainable development is ever more pressing.



As a growing global business we believe we have a responsibility to take a lead role in driving down carbon emissions associated with our industry.

That means, setting ambitious targets to tackle the carbon emissions we generate as a business, and to drive down carbon emissions associated with our client projects across the world, wherever we can.

Eliminating fossil fuels

Construction site diesel consumption was a major contributor to Mace's carbon footprint. But we know our dependency on fossil fuels must end. In 2021, we delivered our first zero diesel major construction project using the latest electric and hydrogen plant. And we plan on making this the norm.

Working with manufacturers and supply chain, we are piloting the most innovative low carbon, electric and hydrogen equipment including generators, piling rigs, excavators, and tower cranes. Actively supporting the development of equipment up to the task of any construction

activity to enable the industry to transition away from fossil fuels - for good.

Renewable electricity

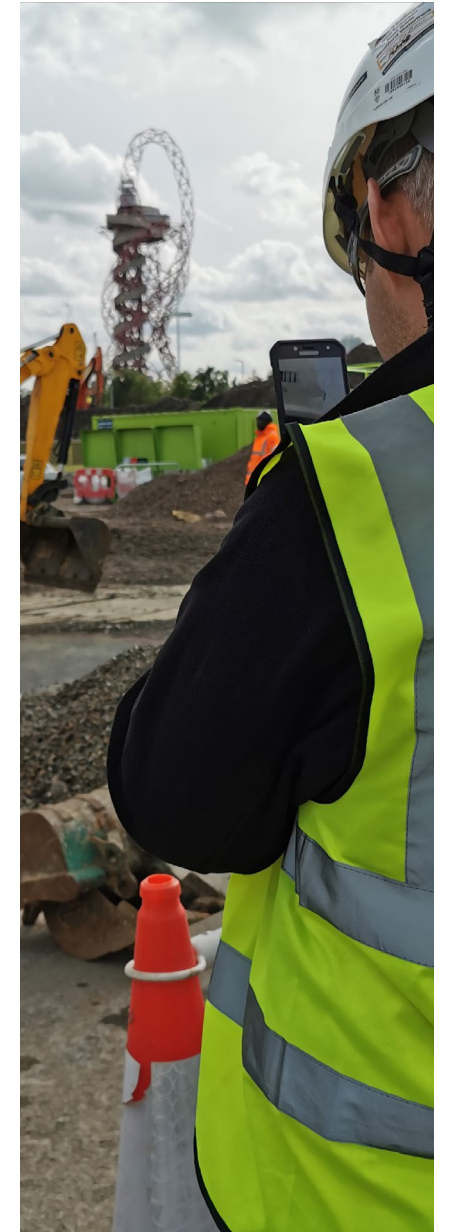
Companies in the commercial and industrial sectors account for around half the world's end-of-use electricity. In 2017 we led the way in our sector by becoming the first UK construction company to sign up to RE100 and committed to procuring 100% of our electricity from renewable sources. We set policies and standards to ensure we only buy renewable electricity from the grid for our construction sites and global offices, and from 2022 we mandated a diesel generator ban to accelerate the transition to renewable electricity use on our construction sites.

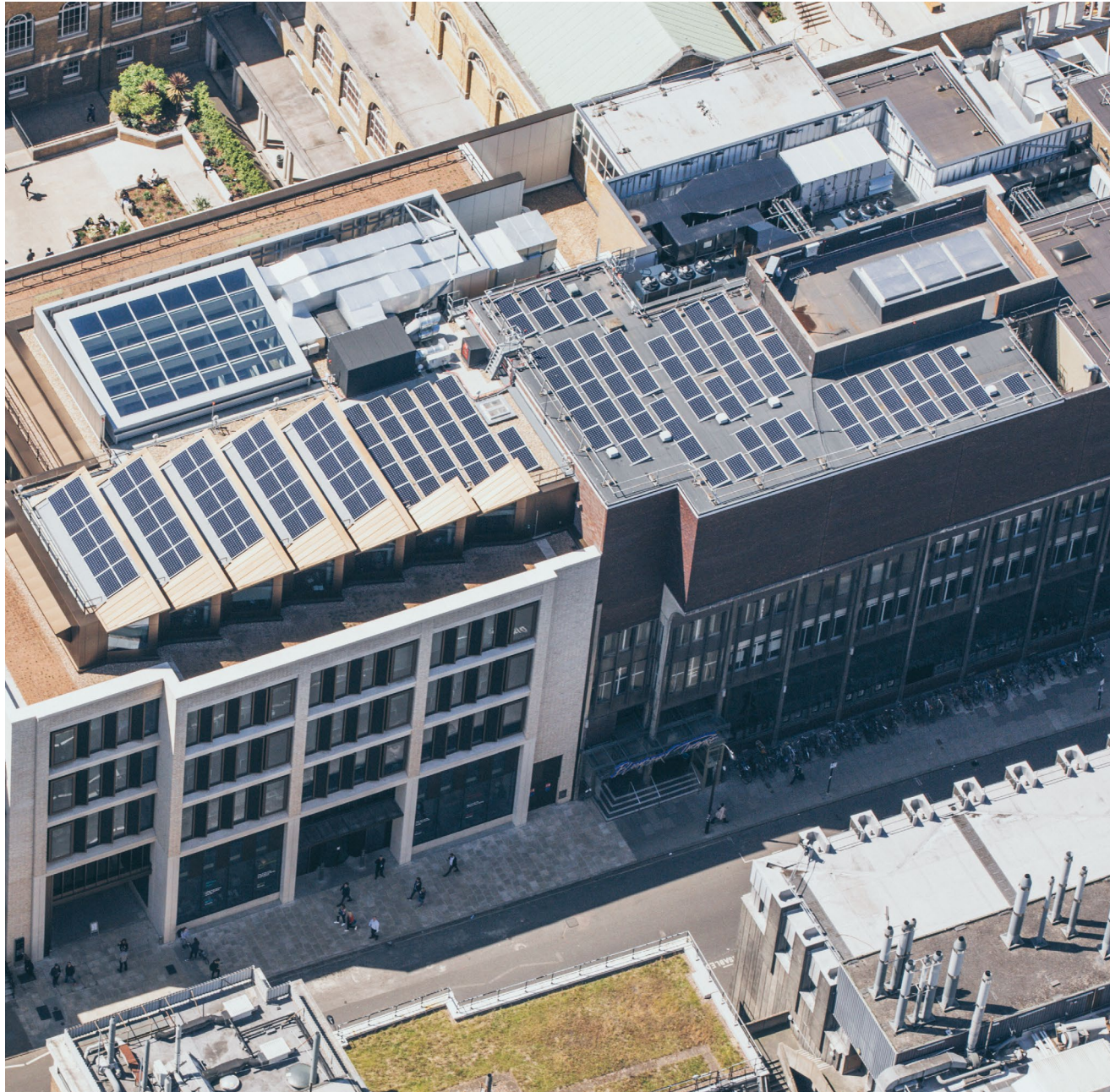
Energy productivity

As well as just using renewable energy we also need to reduce the amount of energy we consume. The IEA (International Energy Agency) estimates that energy efficiency can deliver more than a 40% reduction of energy-related global carbon emissions by 2040.

As a global consultancy and FM provider, we're involved in the retrofit and energy optimisation of existing portfolios. And in our role as a contractor the future means challenging the status quo on how we build. We have signed up to EP100 and are challenging ourselves to double our energy productivity in construction within the next 25 years.

Our Construction to Production (C2P) ambition will be vital to delivering this step change in energy efficiency. We will capitalise on the technologies to improve our efficiency by using: integrated 4D planning and digitised material movement tracking; exploring pre-fabrication; the use of robotics; on- or near-site automation; and, using AI and VR to learn from the manufacturing industry to deliver 'right first time' construction.





Supply chain

Low carbon businesses need a low carbon supply chain. Collaboration is essential for us to deliver net zero carbon and succeed in reducing the built environment's impact on the planet. Our journey must include the entire value chain. This is why we have challenged our Tier 1 supply chain to also become carbon neutral.

While many of our suppliers are already on their own net zero pathway, we are very aware of Mace's responsibility to support them to achieve this goal. We can aid this in several ways. Mace Business School offers training and access to industry experts for upskilling. Our projects provide opportunities to pilot innovative new solutions to help bring sustainable alternatives to market. And internally through submitting insights and solutions onto the Mace Knowledge Hub, we can share first-hand learnings and outcomes to support global knowledge sharing.

Carbon reduction

For over 30 years Mace has been shaping cities and building sustainable communities. As an industry leader, we have a responsibility to spearhead positive change by developing sustainable solutions, introducing best practice throughout our global networks, and leading our industry to take bold action.

In 2020 we became a carbon neutral business and launched Steps Without Footprints, our strategy detailing how we will continue to reduce our Scope 1, 2 and 3 emissions. We are publicly disclosing our performance and progress via annual CDP Climate Change submissions and our [annual ESG report](#).



Carbon offsetting

Mace is leading and championing the built environment for change. But we must not focus on our activities in isolation. We need to drive decarbonisation through our suppliers, material and product manufacturers, transport providers, and utility firms to become truly zero carbon, and eventually remove our use of carbon offsets.

We face a climate emergency. It's vital that we use solutions immediately available to us now to reduce our climate impact right now. So today, alongside our robust carbon reduction pathway, we purchase verified Gold Standard carbon offsets to achieve our carbon neutral position. The offsets support carbon reductions, but they offer more co-benefits. They provide funding streams for projects that may not otherwise happen, support reforestation, creation and protection of wildlife habitats, improve air quality, and provide jobs and income for local communities.

IMPACTING CLIMATE CHANGE

As a global consultancy and construction management business, we know that the impact we can have by using our expertise and influence on every project is huge.



This is effectively known as our carbon handprint. It means that we recognise the reach and scope that we have as a global business and the responsibility we have to influence carbon reductions across everything we touch. By making this commitment, we can demonstrate that it is possible, and inspire peers and industry to join us in raising the bar. This is a powerful statement.

Embodied carbon

A fully decarbonised built environment means addressing both operational and embodied carbon. We are increasingly challenging the need for new build. But when we do deliver new buildings and infrastructure, we must do everything possible to minimise the embodied carbon.

Concrete is the most used material on the planet. As we adopt more timber in construction we cannot ignore the quantities of concrete and steel being used. Mace is a founder member of the SteelZero and ConcreteZero initiatives to help raise

awareness, drive change, and share knowledge to accelerate the journey to decarbonise the steel and concrete industry.

Circularity

We're used to talking about reducing waste. Now we need to adapt to provide a more circular economy. To create a built environment model which supports the regeneration of resources and natural systems. Moving towards circular development that optimises the use of resources while minimising waste throughout the life cycle.

We need to use materials which are sustainably sourced, renewable, reusable and recyclable. To design for longevity, resilience, durability, easy maintenance, and reparability. To think early on about disassembly, reuse, or recycling of embedded material, components, and systems, giving them a life beyond our projects.

Decarbonisation

Eighty percent of the buildings that exist today will still be here

Maximising our carbon handprint

We're on a journey to reduce our own carbon footprint, while at the same time influence the global projects and programmes we are delivering for our clients. At Mace we have the platform to have an impact 1000x greater than our own footprint – by helping our clients reduce their carbon emissions as well. So by 2026 we are committed to having a range of projects that once delivered, will save our clients 10 million tonnes of carbon.

in 2050. It is essential that we reduce the carbon emissions and energy consumption of the existing built environment if we are to reach net zero carbon.

The transition to renewable electricity has been rapid, but now we must also address heat decarbonisation, refrigerants, and improve energy efficiency to reduce the burden on power grids. In addition to engineering and technical solutions, we need to consider how they will be funded, procured, installed, and operated. We cannot wait for the perfect solutions before acting. There is a time value

of carbon, with there being a greater benefit from reducing carbon immediately than reducing the same amount of emissions in the future. So we need to act today.



IMPACTING CLIMATE CHANGE

How we will decarbonise existing assets



Heat decarbonisation

Replace gas heating with low carbon alternatives



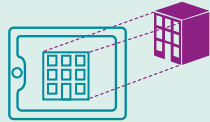
Predictive conditions-based maintenance

Reduce inefficient operations and use whole life carbon to phase in low carbon replacements



Low carbon refrigerants

And address GHG emissions beyond carbon



Digital twins

Improve project monitoring and reporting and test low carbon decisions in a virtual world



LED lighting

Ensure the low hanging fruit solutions are rolled out everywhere



Data

To support data-led decision making and optimised solutioning



EV charging points

Encourage green commuting and deliveries



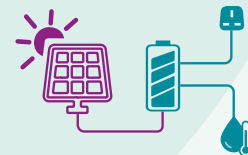
Battery storage

To extend the use of clean energy generation



Smart buildings

Utilise AI and analytics to operate more energy efficient spaces

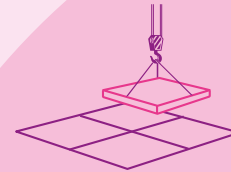


100% renewable energy supply

Using on-site and off-site solutions

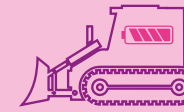
Decarbonising existing assets

How we can continue to build without emitting carbon



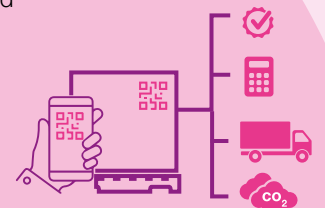
Low and zero carbon materials

Integrating low carbon alternative materials and design solutions



Electric / hydrogen construction plant

And shift away from petrol and diesel fuels



Material passports and blockchain

To track and drive circularity



EV delivery fleet

And EV charging stations to support green transport



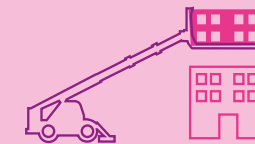
Nature-based solutions

Use nature to tackle climate challenges



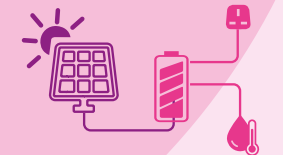
100% electric HVAC systems

To partner with clean power sources for zero operational carbon



Modern methods of construction

And use of construction to production solutions to build quicker and smarter



Renewable energy power supply

To support zero operational carbon

Zero carbon new build

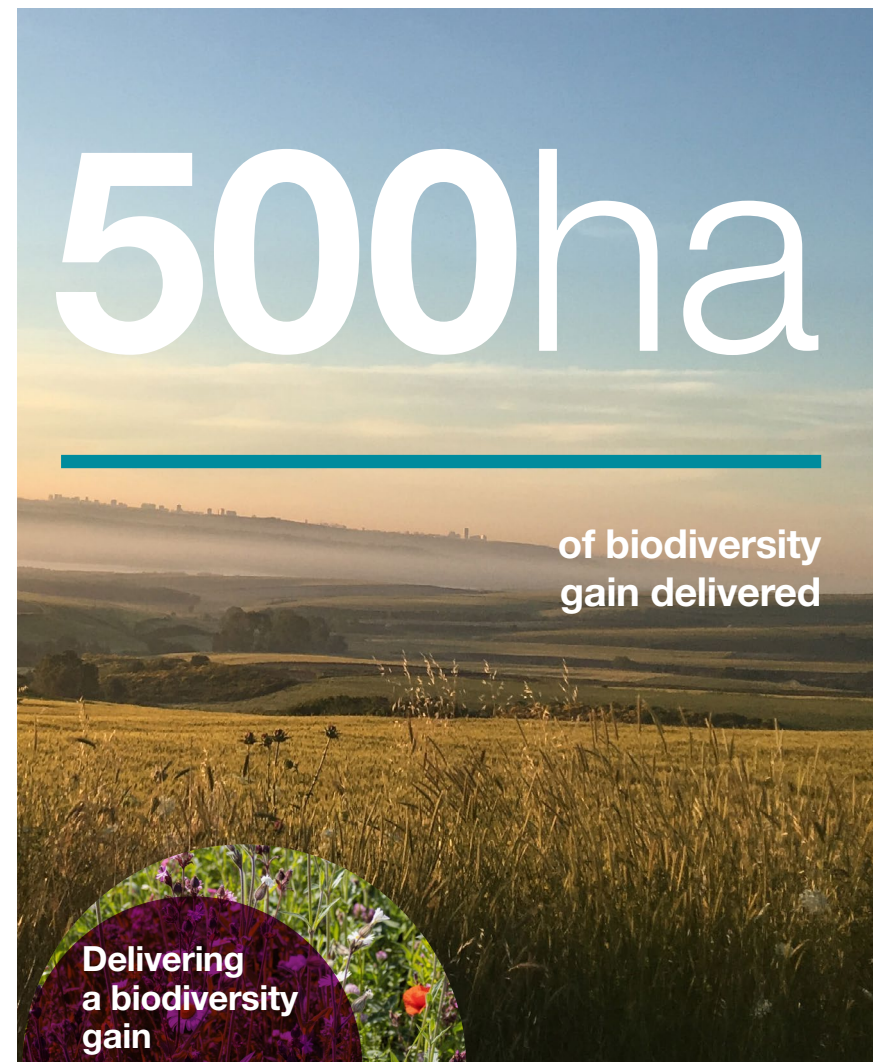


**Delivering
a biodiversity
gain**



DELIVERING A BIODIVERSITY GAIN

We must transform how we live and do business, doing so in a way that protects our shared natural resources and habitats.



Biodiversity is the web of life, in all its forms and all its interactions. It matters because it supports the vital benefits we all get from the natural environment. It contributes to our economy, our health and wellbeing; it is key to our survival.

There is an ongoing global ecological crisis that is a direct consequence of the climate crisis driven by carbon and our unsustainable use of nature's resources to maintain the way we currently live. There has been a collective failure to manage our most precious asset, nature. We must change our relationship with nature and find the right balance of what humanity takes and what we leave behind in the natural world and move towards a nature-positive global economy.

The COP15 global biodiversity framework set targets to protect 30% of the land and sea by 2030. The goal is to enhance biodiversity and ecosystems functions and services, ecological integrity and connectivity and pushes

governments, businesses and individuals to commit and contribute. Global biodiversity restoration will help combat wider climate change challenges and improve the lives of many.

Looking after biodiversity in urban areas means less hardstanding and more planting for nature and people, reimagining the public realm and designing in sustainable drainage systems.

Nature-based solutions

Nature-based solutions (NbS) involve working with nature to address societal challenges, providing benefits for both human wellbeing and biodiversity. Specifically, they involve the protection, restoration or management of natural and semi-natural ecosystems; sustainable management of aquatic systems and working lands such as croplands or timberlands, or the creation of novel ecosystems in and around cities. Actions which are underpinned by biodiversity, designed and implemented with full engagement and consent of local communities.

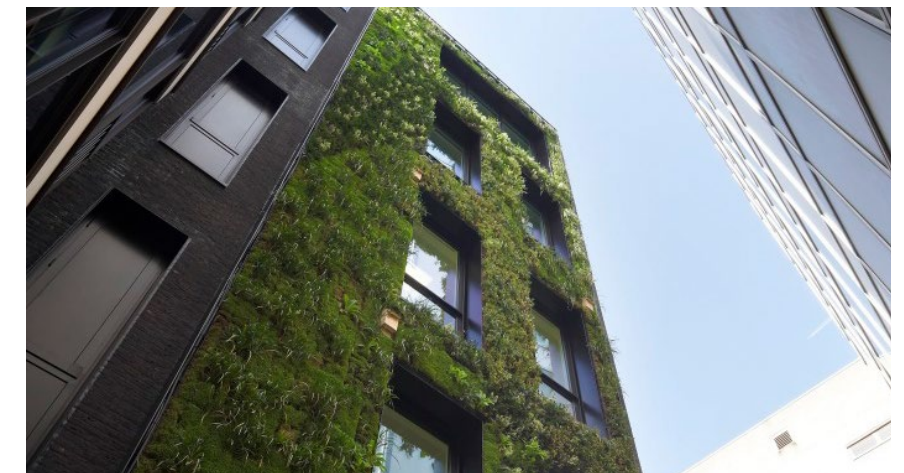
Nature-focussed volunteering and partnerships

By using our volunteering days for conservation and wildlife volunteering, we can support our local natural habitats and give back to communities. Working with our strategic partners including Lancashire Wildlife Trust, London Wildlife Trust, and the Canal and Rivers Trust, we can ensure through funding and the time we give further supports and protects our nature and wildlife.

Creating a biodiversity gain

To help address the climate and ecological emergency, there must be a step change in how developments relate to the natural environment. As well as protecting the most valuable green and wild places, new development proposals need to strengthen our green infrastructure and ecological networks.

Measuring and reporting project and programme level biodiversity net gain will be essential in understanding our impact on nature, and demonstrating the positive value we are able to deliver.



DELIVERING A BIODIVERSITY GAIN

What we can do to protect, restore and enhance our natural environment



Use green and blue infrastructure to act as natural flood management



Incorporate green building façades and roofs



Partner with and support a nature based organisation



Use responsibly sourced materials e.g. FSC timber or Rainforest Alliance Certified



Understand and embed the impact on nature into our decision making



Calculate and report the biodiversity net change of your project and programme



Design in more green space and less hardstanding surfaces

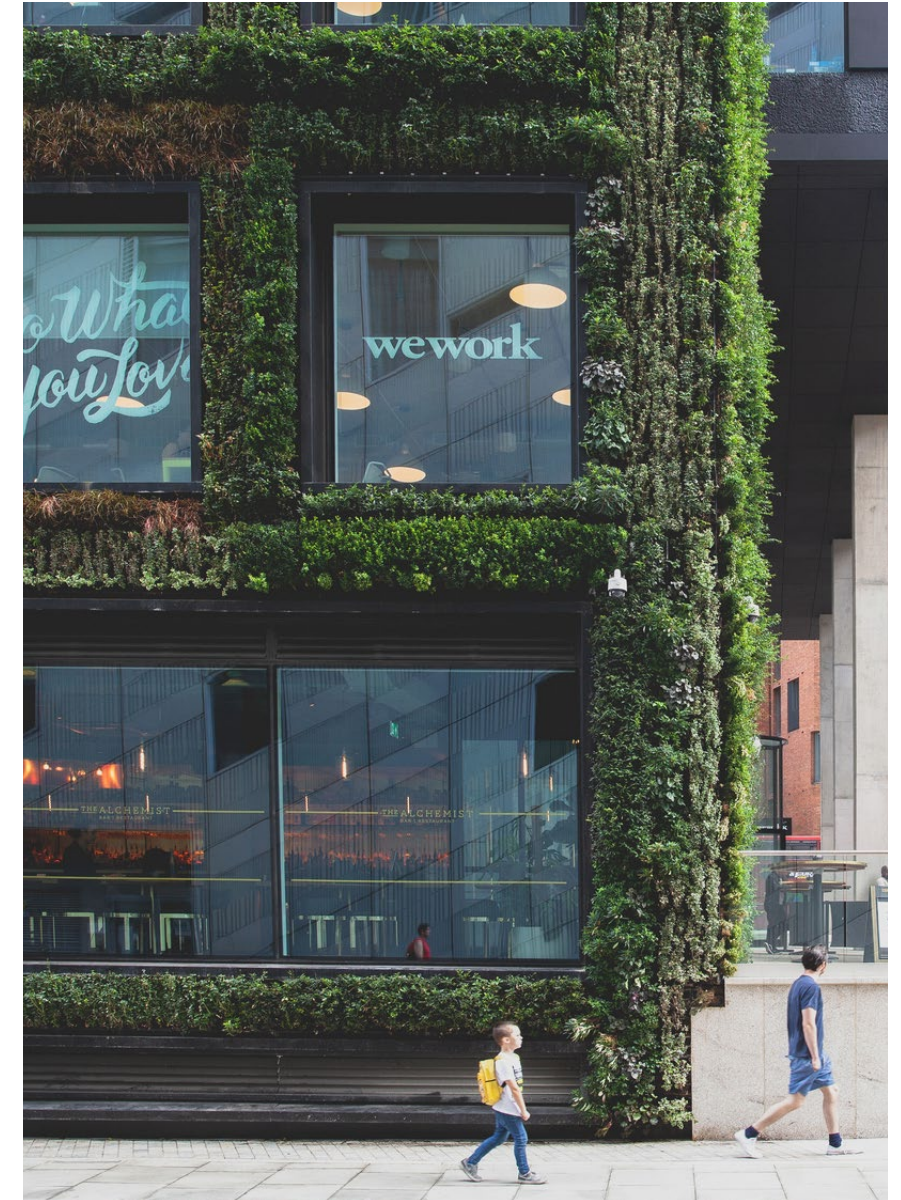


Do nature focussed volunteering



Link up with neighbouring sites to create interconnected habitats

Delivering biodiversity gain





Creating social value



CREATING SOCIAL VALUE

Everything we do at Mace has the potential co-benefit of creating social value. We are committed to ensuring we leave a lasting legacy and generate positive social value for our communities, society and the economy.



The value we create as a business extends beyond our bottom line.

Since 2017 we have worked with Route2 using their Total Capital Accounting framework tool, Value2Society™, to classify, quantify and evaluate the impact of our day-to-day activities. Understanding our Total Capital impact is key to improving performance, enabling us to measure, manage, and communicate the net impact we have on society. This helps us to better develop, implement, and track strategies that deliver greater value to our society.

Volunteering

Volunteering has always been at the heart of how we operate and give back to our communities – and it's the easiest way that every person at Mace can make a difference. Whether taking on a DIY makeover for a charity or virtual mapping of undiscovered geographies and habitats, creating or enhancing parks, or a beach clean-up, we can make a huge difference to the local communities that we live and work in.

Every Mace person is encouraged to use their volunteering day each year. We even have virtual volunteering opportunities enabling you to support causes from a distance.

Community Investment

We have a lot to offer to support our local communities and special interest groups. Whether it is providing skilled labour, materials, and equipment for small projects, providing training for Women Off to Work, ex-offenders, or educational outreach programmes, we can use our expertise to make a difference and leave a lasting legacy beyond the built environment.

Apprenticeships and Internships

We have been investing in apprenticeship and trainee schemes for school and college leavers since 2012, when we first recruited a cohort of construction trainees. Our emerging talent development programmes work closely with a number of industry professional bodies to identify the right qualifications and help young people get a start in our industry.

Green Skills

Our industry is evolving. We need to learn and adopt new skills to deliver our responsible business goals. Working with governments, local authorities, professional bodies, and our peers, we must inspire, recruit, and train a new and diverse workforce.



CREATING SOCIAL VALUE

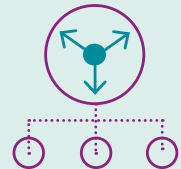
How we create value to society for our people, our business, our local communities, governments and wider society

Creating value to society

Intellectual



Providing training and development programmes



Sharing our knowledge



Investing in R&D and innovation



Creating apprenticeships and internships

Social



Investing in local communities



Paying suppliers on time



Spending with social enterprises

Financial



Company profit, taxes and employee compensation

Human



Providing a safe and healthy workplace



Hosting health and wellbeing programmes



Employee volunteering



Avoiding short term / zero hours contracts

Natural



Reducing our waste



Reducing our carbon emissions



No environmental incidents



Creating green space



**Be part of
the change**



BE PART OF THE CHANGE

Employee purpose and contributions

The built environment is rapidly becoming a positive force for change.

And every role at Mace has the ability to be one with purpose.

No matter what your job is, there is something you can do to help Mace be a responsible business.

Sustainability and social value practitioners are vital in navigating the road ahead. Avoiding the pitfalls of greenwashing while helping to identify and capture new and emerging opportunities.

However, to deliver positive change and leave a lasting legacy at the speed and scale needed, we must all ask ourselves: "What climate or social value action can I take today?"

Be part of the change

Supporting the green skills revolution

We are helping everyone at Mace and our wider industry to incorporate responsible business actions into their work by:

- Creating climate change and social value steering groups to enable informed decision making and actions in every department and sector of the business
- Delivering low carbon leadership training throughout the business
- Providing training to help our people become more carbon fluent
- Supporting industry bodies to share knowledge and drive global and meaningful change



Programme & Project Management

- Embed into project briefs, setting KPIs and targets
- Include as criteria when interviewing and appointing design teams and contractors
- Raise awareness, and challenge inactivity



Facilities Management

- Challenge delivery partners and supply chain to provide sustainable solutions
- Proactively present asset energy and carbon data, alongside carbon reduction solutions
- Work with social enterprises and ethical supply chains



Group & Commercial Services

- Embed into job descriptions and performance appraisals
- Add as key metrics in comms and case studies
- Drive change through corporate policies (eg travel and agile working)



PMO and Planning

- Address mitigation, adaption and transition
- Embed into decision making and governance of the programme
- Elevate the topic as a key reporting metric



Construction

- Drive demand for suppliers to provide Environmental Product Declarations
- Trial, adopt, embed and share low carbon innovations
- Challenge supply chain to deliver low carbon products and solutions



Cost and Commercial Management

- Measure and report whole life carbon alongside cost
- Incorporate carbon into commercial decision making
- Incentivise low carbon contracts by using appropriate clauses in tenders

How we can all be responsible business practitioners

OUR PRIORITY TARGETS

10%

reduction of our carbon footprint per year

10m tCO₂e

of carbon savings for our clients

500ha

of delivered biodiversity gain

£700m

of annual value to society

Fossil Fuels

0

Eliminate the use of diesel plant by 2023

Waste

24%

Reduce construction waste by 24% by 2026

Water

24%

Reduce construction water use by 24% by 2026

Circularity

25%

Increase use of recycled materials to 25% by 2026

Supply chain

100%

Tier 1 supply chain have a NZC strategy by 2023

Supply chain

100%

Tier 1 supply chain are carbon neutral by 2026

Supply chain

100%

Tier 1 supply chain have a low carbon product/service by 2026

We've made many other public commitments through being signatories to the following global initiatives:



Reach net zero emissions by 2040
(10 years ahead of the Paris Agreement)



Halving emissions by 2030
(And reach net zero GHGs as soon as possible)



50% of steel used is low carbon by 2026
(100% by 2040)



30% of concrete used is low carbon by 2025
(100% by 2050)



Procure 100% renewable electricity by 2030



Double energy productivity within 25 years
(50% reduction of energy use by 2045)

FURTHER INFORMATION

**Find out more.
Get involved.
Make your Carbon
Pledge.
Champion responsible
business at Mace.**

Watch and read



Infomace/Conexus



Information and resources on all aspects of Responsible Business are available on Infomace.



Look out for Pursue a Sustainable World Masterclass events to join or watch our recorded sessions.



Stay up to date with the latest sustainability news on Conexus.



Join the Responsible Business Community on Yammer.

**Be part of
the change**