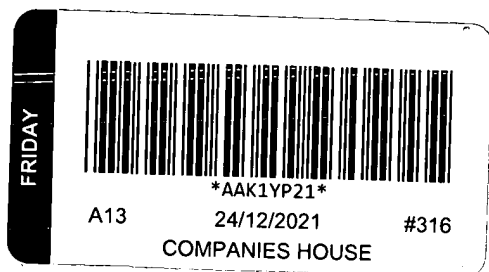


Company Registration Number: 07094851

**Financial Statements**

**Mace Consult Limited**  
*Formerly Mace International (UK) Limited*

**31 December 2020**



**Mace Consult Limited**  
**Financial Statements**  
**Year ended 31 December 2020**

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## **Mace Consult Limited**

### **Company information**

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<b>Directors</b>	Jason Millett Davendra Dabasia Matthew Fitzgerald Mandy Willis
<b>Secretary</b>	Carolyn Pate
<b>Registered office</b>	155 Moorgate London EC2M 6XB
<b>Domiciled</b>	United Kingdom
<b>Auditor</b>	Mazars LLP Tower Bridge House St. Katharine's Way London E1W 1DD
<b>Bankers</b>	Barclays Bank plc London Corporate Banking Level 28 1 Churchill Place London E14 5HP
<b>Company registration number</b>	07094851

## Mace Consult Limited

### Strategic report

#### Year ended 31 December 2020

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Mace Consult Limited is an international consultancy company, part of the Mace Group, founded on exceptional people, a commitment to service excellence and a deep-rooted entrepreneurial spirit.

#### Overview headlines

In 2020 we delivered strong and profitable performance. Key highlights of the Company's results are:

- Revenue of £22.4m (2019: £23.2m);
- Profit before taxation of £6.4m (2019: £3.3m);
- Cash balances net of overdrafts were £5.4m at the year-end (2019: £10.7m)

#### Key Performance Indicators

Our 2022 Business Strategy has been vital in guiding our decision-making to ensure we remain financially resilient and robust, to be recognised globally as a leader in the industry and true delivery partner of choice.

	2022 Target	2020	2019
Operating Margin (Operating profit revenue)	12.3%	13.9%	(6.7%)
Revenue target	£26m	£22.4m	£23.2m
Dividend Income	£5.0m	£3.0m	£4.7m

The company is currently on course to achieve the 2022 target.

#### Business Review

Mace Consult Limited's profit before tax on ordinary activities in 2020 was £6.4m (2019: £3.3m).

The consultancy core services comprise project and programme management, cost consultancy and advisory services. These services are enhanced by a range of specialist services such as strategic advisory, engineering and design and sustainability.

The pursuit of a better way is at the heart of everything we do. We know that to achieve our ambitious targets we need to continue to innovate with a focus on service excellence to deliver the highest quality services to our clients. In the last year, as part of the Mace Group response to the effects of the Covid 19 pandemic, we reviewed the services we provide, the markets and sectors we serve and our business strategy. This work led to the development of a new 2026 Strategy which is a purpose led strategy "To redefine the boundaries of ambition" which Mace Group launched in Q1 2021. This new strategy supersedes the 2022 corporate strategy; however, we will report in 2020 against our 2022 Business Plan targets.

Our 2022 Business Strategy has been vital in guiding our decision-making to ensure we remain financially resilient and robust, to be recognised globally as a leader in the industry and true delivery partner of choice.

We have continued to invest in, and develop, our people and capabilities – strengthening our global footprint in new markets and geographies, pushing the industry forward in areas such as modern methods of construction, and taking a bold stance as a responsible business in areas such as single-use plastic and carbon reduction. In addition, we have been developing new technological and digital solutions, helping to drive productivity and quality across all our projects.

The Covid 19 pandemic had a significant impact on our operating results for 2020. However, through effective mitigations and the development of the new 2026 Business Strategy, the business is in an excellent position to trade successfully in the post pandemic environment

#### Covid 19

The effects of the Covid 19 pandemic on the economy and on the sector were significant. Our business was largely unaffected. In February 2020, the business deployed a "crisis management" plan, formulating teams at both the strategic and operational level, who were empowered to develop and streamline the appropriate response process as the pandemic evolved. This involved working closely with strategic supply chain partners to aim to ensure that project and programme delivery was minimally impacted by disruption to global trade.

In March 2020, the Covid-19 pandemic forced the UK into an unprecedented state of lockdown and lockdowns were experienced in several other international locations where we operate. These lockdowns have continued into 2021, however our business has been able to anticipate and mitigate better the impacts of these subsequent lockdowns.

## **Mace Consult Limited**

### **Strategic report (continued)**

**Year ended 31 December 2020**

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In April 2020, our financial forecasting assumed lockdown would continue for the remainder of Q2 2020 in the UK. On this basis the Mace Group Board decided to implement a number of special measures in order to preserve the financial resilience of the Group including:

- Maximising the utilisation of our staff while reducing our contingent staffing and utilising the Government's job retention scheme;
- Reducing the payroll cost for the Mace Group, by seeking and receiving the support from our staff to temporarily reduce basic salaries from April to December 2020 for all our staff globally between 0% and 20%, depending on the level of remuneration; and reducing temporarily the employer's pension contributions by 3%;
- Cancellation of the 2019 annual bonus;
- Immediate overhead reductions at divisional and group levels;
- A drive to improve cash collection by limiting accrued income and chasing overdue debtors while ensuring prompt payment to our supply chain.

These special mitigation measures were successfully deployed, and in combination with better-than-expected trading performance, the Mace Group Board decided to reinstate our staff salaries and pension benefits to pre-Covid 19 levels from 1 December 2020 and award a limited number of performance bonuses to our staff for FY 2020.

The majority of projects remained operational with teams largely working remotely allowing business continuity. In certain markets and sectors, the Company experienced an increase in demand for its consulting services, particularly with clients in the healthcare, utilities and public sectors, which has more than offset the decline in work in sectors such as aviation and leisure. The Group remains committed to delivering a diverse portfolio of projects as a natural hedge against economic and political changes.

The business has worked to re-examine its business strategy. This work, covering the last 9 months, has allowed a new purpose led business strategy, the 2026 Business Strategy, to be developed. This new Business Strategy was launched on 24 February 2021. With the new Business Plan 2026, the Company is very well-positioned to emerge from the Covid-19 pandemic in a position of strength.

#### **Other matters**

In 2020 we continued to deliver against our responsible business strategy, creating even more opportunities for people, trialling new clean technologies and pushing the boundaries of sustainable construction. Our focus remains aligned with environmental, social and governance (ESG) principles and United Nations Sustainable Development Goals.

#### **Looking to the future**

Our pipeline for 2021 was already 87% secured by the end of September with opportunities in both the UK and International markets, with revenue for the Company budgeted to be £18.5mil for 2021. The Covid-19 pandemic continues to affect our business; however, the performance of the Company is likely to improve on 2020 in terms of revenue and profitability for 2021. Further details of the impact of Covid-19 on the business is explained later in the report.

#### **Shareholders' funds**

Shareholders' funds increased from £4.2m to £6.0m. This movement arises from:

- £5.8m from profit after tax for the year;
- £(4.0)m from dividends paid in the year

**Risks and Uncertainties**

Our strategy is designed to reduce risk and build a sustainable and profitable business with reliable income streams and increasing margins. The Board, using analysis of the likelihood of risk occurring and the business impact of such risk, has determined that the principal business risks, in no particular order, to be as follows:

Principal risk	Potential business impact	Mitigation
<b>1. Major project delivery failure</b>		
Not meeting the contractual, legal or client expectations about the timing, cost, quality or safety requirements of a project either because of adverse bidding and contractual arrangements, or not controlling the project or development effectively. This risk has been exacerbated by the impact of Covid-19 on the Company's operations. The UK national lockdown in March 2020 temporarily closed a large number of construction sites. A small number of projects were cancelled by clients and otherwise, all other sites have re-opened. Delays to the delivery of projects has been a consequence.	Significant financial losses including, breach of contract claims and liquidated damages from the client and legal claims from the supply chain. Loss of market reputation leading to losing new and repeat clients. Diversion of resources (cash and people) to dealing with legal proceedings rather than building business.	Early identification of issues and proactive management to resolve. Focus on selective bidding achieving realistic programmes and margins, mobilisation, design control, commercial terms and contract management, supply chain management, quality of delivery and service excellence and sharing of best practice (knowledge management including lessons learnt). Since 2019, we have embedded a Service Excellence and Quality process for all projects based on gateway reviews, to identify issues for resolution at the earliest possible juncture, which we have continued to employ during the reporting period. Effective engagement with clients/employers has been essential to ensure the business mitigates the impact of delays to the delivery of projects due to Covid-19.
<b>2. Major supplier failure</b>		
Disruption to construction supply chains has had a significant role in the successful delivery of our projects. This risk has been exacerbated by the impact of Covid-19 during the reporting period and the implementation by UK HM Treasury of the Reverse Charge regimes for VAT on our supply chain.	Project disruption, potential additional costs through delivery delays, and reputational damage. Current inflation experienced in H1 2021 on supply chain materials will make the impact of this risk higher.	Actively managing relationships with our supply chain, ensuring appropriate levels of vetting and checks to their financial strength. Ensuring good breadth of supply chain partners to control volumes of work. Early identification and problems and robust knowledge and understanding of contract position. Enhanced supply chain analysis and more regular internal reporting of concerns has been implemented since March 2020, due to Covid-19, and continues as Business as Usual in order to identify and act upon potential concerns with our supply chain.
<b>3. Failure to win the right work</b>		
Inability to win work either by negotiation or by competitive failure.	Reduced turnover and profit. Less work generally could lead to poor staff utilisation, redundancies and/or staff leaving. Failure to secure good quality work could lead to employee demotivation as well as delivery issues.	Long term business development planning. Senior management review of bidding processes, cost budgeting and programme estimation to ensure Mace are realistically competitive and that Mace price complex projects and programmes for the risk involved. Seeking to move into new sectors and/or geographies to expand opportunities to win new work. Investment in innovation and build upon mature relationships and genuine partnerships with our clients and suppliers.
<b>4. Retention and attraction of employees</b>		
Significant challenges in recruiting and keeping the right people to deliver projects for our clients or to support Mace's corporate activity.	Inability to deliver on our promises to our clients. Loss of skills, expertise or institutional knowledge when employees leave.	Competitive salaries and fair grading structures, incentivisation arrangements and open promotion opportunities together with a first-class development and learning programme for employees. Development of an employee value proposition. Increased focus on inclusion and diversity.
<b>5. Market fluctuations including the effects of the UK's departure from the EU</b>		
Macroeconomic and industry sector changes affect confidence and/or investment levels, reducing the pipeline of available work and the pausing or cancellation of new or current assignments.	Reduced turnover and profits. Possible reductions in staff headcount and other costs. The impacts of Covid 19 have heightened this risk as a result of constraints in supply chain and inflationary pressures.	Diversification into new sectors, markets and major programmes, together with the ability to adjust the workforce level and costs if turnover decreases. Innovate to become a contractor of choice during a changing market.
<b>6. Cyber security incident or IT system failure plus data misuse/loss</b>		
Major business disruption caused by a cyber security incident, IT failure or breach of the data protection/GDPR regime.	Major impact on the ability to effectively work for days or even weeks. Disruption to projects or clients. Significant fines or failure to comply with relevant legislation.	Move away from legacy systems to cloud technology, ensuring appropriate patches and revisions are in place together with an effective cyber security and Mace-wide data protection regime. Basic security screening for all employees and enhanced checks for those operating in secure client environments. Maintain ISO27001 Information Management accreditation.

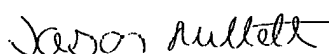
Strategic report (continued)

Year ended 31 December 2020

Risks and Uncertainties (continued)

Principal risk	Potential business impact	Mitigation
<b>7. Environmental damage</b>		
Major environmental damage as a result of a Mace project.	Significant financial penalties, combined with reputational damage, which could affect our future ability to win work.	Responsible business strategy that includes best practice environmental practices and monitoring. The assurance of our projects to ensure they are meeting Mace standards.
<b>8. Regulatory or Statutory non-compliance</b>		
Action taken against the business for failing to put in place effective arrangements to mitigate risk of breaches of legislation/regulation e.g. Modern Slavery Act, Bribery Act, corporate criminal offence or retrospective changes to legislation/regulations e.g. Building Safety.	Custodial sentences for senior employees. Reputational damage. Being prohibited from bidding on certain pieces of work. Significant financial penalties to the business.	Compliance training for all employees on existing and upcoming issues, rigorous policies and a clear disciplinary process for breach of the Code of Ethics of the business. Horizon scanning to look ahead for legislative and regulatory change. Top-down commitment to a culture of ethical behaviour demonstrated in promotion of, and adherence to corporate compliance policies.
<b>9. Major client failure</b>		
The collapse of one of our clients that we have current project/s with.	Project/s disruption, potential loss of secured income.	Early identification and reporting of problems and robust knowledge and understanding of contract position. Ensuring we have a diverse client portfolio.
<b>10. Inadequate insurance, financial liquidity and funding</b>		
Inability to secure adequate insurance, raise funding and meet operational liquidity needs.	Insurance coverage could impact the type and quantity of business we are able to undertake. Funding and liquidity could impact the ability of the group to meet its commitments.	Thorough and prolonged procurement exercises to obtain insurance coverage. Enhanced controls in the business should lead to lower levels of claims. Procuring an RCF and complimentary liquidity facilities in order to provide liquidity credit lines. Inaccessible cash is being optimised with the implementation of a new global cash management platform.
<b>11. Business model disruption/inefficiency caused by a failure to innovate and investment in technology</b>		
Failure to keep ahead of our competitors in terms of innovation and operational effectiveness and failure to meet the needs of the market, resulting in the business being uncompetitive.	Failure to win work and failure to be competitive.	Allow for the identification and development of innovative concepts and initiatives in order to remain operational efficient and competitive, in line with the 2026 Business Strategy.
<b>12. Fraud</b>		
A fraud by employee(s), JV partner, supplier or client which results in financial loss for the business.	Financial misstatement of actuals and/or of forecasts which result in a loss of value and/or breach of lenders covenants.	Financial control, particularly segregation of duties in being applied to key financial processes, including banking processes. Regular management review of management accounts.
<b>13. Poor Internal Governance or non-compliance</b>		
Poor decision making or a lack of compliance of covenants, rules, regulations, contract conditions and/or laws.	Failure to make sensible and timely decisions and/or failure to be compliant.	Governance structure includes delegations to committees and individual roles.
<b>14. New pandemic</b>		
Major business disruption caused by a new pandemic affecting the ability of our employees to undertake their work for a period of time.	Major impact on our ability to serve our clients, causing delay, and financial exposure to contract losses and claims from clients and suppliers due to the foreseeable nature of a pandemic.	New operational ways of working, including social distancing have been incorporated into our operational practices. The use of digital tools such as Zoom and Teams have proven to be effective means to continue to collaborate and communicate at work.

Signed on behalf of the Board of Directors.



Jason Millett  
Director

22 December 2021

## **Mace Consult Limited**

### **Directors' report**

#### **Year ended 31 December 2020**

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The Directors present their annual report on the affairs of the Company, together with audited financial statements and auditor's report, for the year ended 31 December 2020.

#### **Principal activity**

Mace Consult Limited is an international consultancy company whose principal activities continue to be project and programme management and cost consultancy.

#### **Results and dividends**

The profit for the year before taxation amounted to £6.4m (2019: £3.3m). Mace Consult Limited has paid dividends of £4.0m (2019: £4.5m). Dividends were fully paid in the year and no further dividend is proposed for the year.

The prior year numbers were unaudited as the Company took advantage of an exemption from audit under section 479A of the Companies Act 2006.

#### **Change of Name**

On 1 January 2021 the Company changed its name from Mace International (UK) Limited to Mace Consult Limited as part of a group reorganisation.

#### **Strategic report**

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

#### **Directors**

The directors who held office during the year were:

Jason Millett

Dennis Hone (resigned 27 January 2020)

Christopher Othen (resigned 23 March 2021)

Barbara Welch (resigned 27 January 2020)

Davendra Dabasia (appointed 27 January 2020)

The following directors were appointed after the year end:

Matthew Fitzgerald (appointed 23 March 2021)

Mandy Willis (appointed 25 October 2021)

#### **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 Company's 2020 financial statements.

At 31 December 2020, the Company had £5.4m of cash held in bank accounts.

At the end of 2020, the Company had a strong forward order book, and as at the signing date, has 87% of the forecasted 2021 turnover secured, and 33% of the forecasted 2022 turnover secured.

The Directors are satisfied that the Company has adequate resources to meet its obligations as they fall due, and for this reason they continue to support the going concern basis in preparing the Company's 2020 financial statements. Mace Group has prepared integrated financial model forecasts to 31 December 2022 and applied sensitivities. Even after applying these sensitivities, the group cash flow forecasts have sufficient headroom to meet liabilities as they fall due.

Further details regarding the adoption of the going concern basis can be found in the accounting policies in the notes to the financial statements.

#### **Employees**

The directors recognise that employees are fundamental to the Company's success and are committed to the involvement and development of employees at all levels. The directors wish to ensure that Mace Consult is a diverse and inclusive company that respects employee's protected characteristics including race, religion, sexual orientation and any disabilities.

**Mace Consult Limited**

**Directors' report (continued)**

**Year ended 31 December 2020**

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Mace Group 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 the Mace Group's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training and career development and promotion to disabled employees wherever appropriate.

Arrangements exist to keep all employees informed on matters of concern to them and information on company 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 taken into account in making decisions which are likely to affect their interests.

Employees are encouraged to be concerned with the performance and efficiency of the Company and various profit sharing and bonus schemes operate to emphasise and reinforce this.

The directors would like to thank all our employees for their hard work during the year.

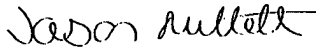
**Disclosure of information to the auditor**

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 s418 of the Companies Act 2006.

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



**Jason Millett**  
Director

**22 December 2021**

## **Mace Consult Limited**

### **Directors' responsibilities statement**

**Year ended 31 December 2020**

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The directors are responsible for preparing the Strategic Report, the Directors' 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 United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 101 'Reduced Disclosure Framework' ('FRS 101'). Under company law directors must not approve the financial statements unless they are satisfied that they give a true and fair view.

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 FRS 101 has been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 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.

## **Mace Consult Limited**

### **Independent auditor's report to the shareholders of Mace Consult Limited**

**Year ended 31 December 2020**

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#### **Opinion**

We have audited the financial statements of Mace Consult Limited (the 'company') for the year ended 31 December 2020 which comprise statement of comprehensive income, statement of financial position, statement of cash flows, statement of changes in equity and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and international accounting standards in conformity with the requirements of the Companies Act 2006.

In our opinion, the financial statements have been prepared in accordance with the requirements of the Companies Act 2006 and:

- give a true and fair view of the state of the company's affairs as at 31 December 2020 and of its profit for the year then ended; and
- have been properly prepared in accordance with international accounting standards in conformity 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 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 director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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 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.

## **Mace Consult Limited**

### **Independent auditor's report to the shareholders of Mace Consult Limited**

**Year ended 31 December 2020**

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#### **Matters on which we are required to report by exception**

In light of the knowledge and understanding of the company and its 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 10, 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 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 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 company and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation, non-compliance with implementation of government support schemes relating to COVID-19.

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 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 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, pension legislation, 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, in particular in relation to revenue recognition.

**Mace Consult Limited**

**Independent auditor's report to the shareholders of Mace Consult Limited**

**Year ended 31 December 2020**

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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](http://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 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 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 company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

**Other matter**

Without modifying our opinion, we draw your attention to the fact that the comparative information in the financial statements is unaudited.

*Neale Bussey*

Neale Bussey (Dec 22, 2021 19:30 GMT)

William Neale Bussey (Senior Statutory Auditor) for and on behalf of Mazars LLP  
Chartered Accountants and Statutory Auditor  
Tower Bridge House  
St Katharine's Way  
London  
E1W 1DD

Date Dec 22, 2021

**Mace Consult Limited****Statement of comprehensive income****Year ended 31 December 2020**

		2020	2019
	Notes	£000s	Unaudited £000s
Revenue	3	22,395	23,215
Cost of sales		<u>(16,461)</u>	<u>(19,405)</u>
Gross profit		5,934	3,810
Administrative expenses		<u>(2,810)</u>	<u>(5,357)</u>
Operating profit/(loss)	4	3,124	(1,547)
Dividend Income		2,987	4,692
Loss on disposal of a subsidiary		<u>-</u>	<u>(94)</u>
Profit on ordinary activities before interest		6,111	3,051
Finance income	5	335	287
Finance costs	5	<u>-</u>	<u>(24)</u>
Profit on ordinary activities before taxation		6,446	3,314
Income tax expense	7	<u>(676)</u>	<u>(268)</u>
Profit on ordinary activities after taxation		5,770	3,046
<b>Total comprehensive income for the year</b>		<u><b>5,770</b></u>	<u><b>3,046</b></u>

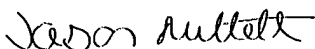
The notes on pages 18 to 29 form part of these financial statements.

Mace Consult Limited  
~~0709 4851~~ 0709 4851  
 Statement of financial position

As at 31 December 2020

		31 December 2020	31 December 2019 Unaudited
	Notes	£000s	£000s
<b>Non-current assets</b>			
Investments in subsidiaries	8	1,476	1,485
		1,476	1,485
<b>Current assets</b>			
Trade and other receivables	9	14,714	22,320
Cash at bank		5,435	10,720
		20,149	33,040
<b>Current liabilities</b>			
Trade and other payables	10	(13,974)	(28,784)
Taxation and Other Social Security		(1,621)	(1,481)
		(15,595)	(30,265)
<b>Net current assets</b>		<b>4,554</b>	<b>2,775</b>
<b>Total assets less current liabilities</b>		<b>6,030</b>	<b>4,260</b>
<b>Non-current liabilities</b>			
<b>Net assets</b>		<b>6,030</b>	<b>4,260</b>
<b>Capital and reserves</b>			
Called up share capital	11	-	-
Profit and loss account	11	6,030	4,260
<b>Equity shareholders' funds/(deficit)</b>		<b>6,030</b>	<b>4,260</b>

These financial statements were approved by the directors, authorised for issue on 22 December 2021 and are signed on their behalf by:



Jason Millett  
 Director

The notes on pages 18 to 29 form part of these financial statements.

**Mace Consult Limited**

**Company statement of cash flows**

**Year ended 31 December 2020**

	Note	Year ended 31 December 2020 £000s	Year ended 31 December 2019 Unaudited £000s
<b>Cash flows from operating activities</b>	<b>12</b>	<b>(4,272)</b>	<b>1,190</b>
Purchase of property, plant and equipment		-	-
Dividends received from subsidiary undertakings		2,987	4,692
Proceeds from Disposal of Investment		-	1,897
Investment in subsidiary		-	(225)
<b>Net cash generated by investing activities</b>		<b>2,987</b>	<b>6,364</b>
<b>Cash flows from financing activities</b>			
Dividends paid to company shareholders		(4,000)	(4,500)
Repayment of borrowings and lease liabilities		-	-
<b>Net cash used in financing activities</b>		<b>(4,000)</b>	<b>(4,500)</b>
Net decrease in cash		(5,285)	3,054
Cash at bank at beginning of year		10,720	7,666
<b>Cash at bank and bank overdrafts at end of year</b>		<b>5,435</b>	<b>10,720</b>

The notes on pages 18 to 29 are an integral part of these consolidated financial statements.

**Mace Consult Limited****Statement of changes in equity****Year ended 31 December 2020**

	<b>Share Capital £000s</b>	<b>Retained Earnings £000s</b>	<b>Attributable to owners £000s</b>	<b>Total £000s</b>
<b>Equity shareholders' funds as at 1 January 2019</b> (unaudited)	-	5,714	5,714	<b>5,714</b>
<i>Comprehensive income for the year:</i>				
Profit after tax for the year (unaudited)	-	3,046	3,046	<b>3,046</b>
<i>Distribution to owners:</i>				
Dividends paid (unaudited)	-	(4,500)	(4,500)	<b>(4,500)</b>
<b>Equity shareholders' funds as at 31 December 2019</b> (unaudited)	-	4,260	4,260	<b>4,260</b>
<b>Equity shareholders' funds as at 1 January 2020</b>	-	4,260	4,260	<b>4,260</b>
<i>Comprehensive income for the year:</i>				
Profit after tax for the year	-	5,770	5,770	5,770
<i>Distribution to owners:</i>				
Dividends paid	-	(4,000)	(4,000)	(4,000)
<b>Equity shareholders' funds as at 31 December 2020</b>	-	6,030	6,030	<b>6,030</b>

## Mace Consult Limited

### Notes to the financial statements

Year ended 31 December 2020

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#### General information

Mace Consult Limited (the "Company") formerly known as Mace International (UK) Limited, is a private limited company incorporated and domiciled in England and Wales. The address of the registered office is 155 Moorgate, London, EC2M 6XB. The principal activities of the Company are detailed in the Directors' Report.

On 1 January 2021 the Company changed its name from Mace International (UK) Limited to Mace Consult Limited as part of a group reorganisation.

#### 1. Accounting policies

##### Basis of preparation

The financial statements of the Company have been prepared on a going concern basis under historical cost convention and in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework' and the Companies Act 2006.

The Company is itself a subsidiary undertaking and therefore has taken advantage of the exemption under Section 400 of the Companies Act 2006 from preparing consolidated financial statements. These financial statements therefore present information about the company as an individual undertaking only.

In preparing these financial statements the Company applies recognition, measurement and disclosure requirements of Adopted IFRSs, but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The functional currency of the parent 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. The amounts stated are denominated in thousands (£'000).

The company has taken advantage of the following disclosure exemptions under FRS 101:

- the requirements of paragraphs 91 - 99 of IFRS 13 Fair Value Measurement
- the requirements of IAS 7 Statement of Cashflows
- 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(c)-135(e) of IAS 36 Impairment of Assets
- the disclosure requirements of IFRS 7 Financial Instruments, other than those required by law
- the requirements of IAS 8 to disclose the details of standards issued but not yet effective and the likely impact.

The prior year numbers were unaudited as the Company took advantage of an exemption from audit under section 479A of the Companies Act 2006.

##### Going concern

The directors continue to adopt the going concern basis in preparing the Company's 2020 financial statements.

The directors have carried out an assessment on the Company's ability to continue as a going concern as part of the wider Mace Group for the period of at least 12 months from the date of approval of the financial statements. The assessment has involved a review of forecasts based on the Mace Group's 2026 Strategy, which reflects the impact of the 12 months of trading preceding the balance sheet date. In addition, the base case projections take into account unaudited but actual results for the first half of 2021. The directors have also considered the strength of the Company's forward order book.

The directors have also considered the likelihood of the principal risks and consequent impact these might have on the Company as well as mitigations that are in place and detailed in the Strategic Report.

The directors have stress-tested the base case projections, which include cash and profit, against a range of scenarios identified as being unlikely but plausible based on the Company's risk assessment procedures, being;

- Elimination of a portion of unsecured work assumed within the Company's base case projections
- Delay in payments received from key customers

In assessing the impact of these sensitivities, the Company has not assumed any potential assistance from the UK Government such as Job Retention Scheme or any further tax deferrals, over and above those already agreed and in place.

In the severe but plausible downside scenarios modelled by the directors, the Company continues to retain sufficient headroom on liquidity. Through these downside scenarios, the Company is still expected to be in a net cash position and to remain within its banking covenants through the going concern assessment period.

Based on the above and having made appropriate enquiries, the directors consider it reasonable to assume that the Company have adequate resources to continue for the foreseeable future and, for this reason, have continued to adopt the going concern basis in preparing the financial statements.

##### Changes to accounting policies as a result of new standards issued and effective

Changes to accounting policies as a result of new standards issued and effective do not have a material impact on the consolidated financial statements.

Notes to the financial statements (continued)

Year ended 31 December 2020

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1. Accounting policies (continued)

**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 2020. The directors do not anticipate that the adoption of these revised standards and interpretations will have a significant impact on the figures included in 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 Company expects to be entitled in exchange for those 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 types of contract types are described below:

*Consult contracts*

Consult contracts include those for project and programme management, cost consultancy and advisory services. Contracts can have multiple performance obligations depending on the nature of the services being provided. These can be clearly distinguished as they are typically separately identifiable deliverables or services with a fee specifically attributable to them. Almost all consultancy projects are deemed to be delivered over time, in accordance with the benefits being transferred to the client over time, unless there is a distinct deliverable and the fee is contingent on the delivery of the finished product.

The most common type of contract for consultancy services are time and materials. Satisfaction of the performance obligations are measured using the input method, whereby they are based on direct labour hours, time elapsed or resources consumed, and therefore revenue is recognised over time as the services are delivered with reference to these inputs. These types of contracts are often service agreements with call offs in the forms of task orders which act as a variation or extension to the original agreement. Depending on the specifics of the call offs, they may be treated as one performance obligation or they may be treated as separate, and revenue is therefore recognised accordingly. Where there is more than one performance obligation, contract costs are recorded separately in order to calculate the expected margin attributable to each.

Some consultancy contracts are fixed fee or fixed hourly rate. Satisfaction of the performance obligations are measured using outputs such as scope deliverables or conditional milestones reached and therefore revenue is recognised over time as the services are delivered with reference to the extent to which these outputs or conditions are being completed or met.

If contracts contain an element of risk and reward, an estimate of the risk is included in the contract cost price as soon as it's deemed probable, while anticipated reward and performance bonuses are only recognised at the point that they are agreed by the customer.

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 (KPI's). 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 based 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 increased following change control. During the duration of these contracts these 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 un-invoiced amounts are presented as accrued income.

*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 immediately expensed.

Where work has been carried out but applications have not been applied for or certified, the value of the work is recognised as a contract asset until the right payment becomes unconditional. This differs to classification as contract receivables which relate to accrued income for work performed where the right to payment is unconditional.

**Retirement benefit costs**

The Company 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.

Notes to the financial statements (continued)

Year ended 31 December 2020

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1. Accounting policies (continued)

**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 Company's liability for current tax is calculated using 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 Company 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 Company 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, respectively. 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.

**Financial instruments**

Financial assets and financial liabilities are recognised on the Company's statement of financial position when the Company becomes a party to the contractual provisions of the instrument. The principal financial assets and liabilities of the Company are as follows:

*a) Financial assets at amortised cost*

Trade and other receivables are initially recognised at their transaction price and are subsequently measured at amortised cost less any allowance for expected credit losses.

*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 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 in terms of 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 Company has control. This is usually where the Company has a shareholding of more than 50% but there can be other aspects of the arrangement that can give rise to control. Even though the Company holds 49% of the share capital of Management and Consultancy Excellence (Qatar) LLC, the investment is classified as a subsidiary since Mace are responsible for appointing the general manager who has a wide range of duties to control the operations of the company. 97% of the subsidiary's profits are distributable to the Company.

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. 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 these are classified as joint operations.

The Company assesses investments for impairment whenever events or changes in circumstances indicate that the carrying value of an investment may have suffered an impairment loss. 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.

Notes to the financial statements (continued)

Year ended 31 December 2020

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1. Accounting policies (continued)

*d) 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.

*e) Other borrowings*

Interest bearing borrowings are recorded at fair value (which is typically equivalent to the proceeds received) net of direct issue costs and 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 they are not settled in the period in which they arise.

*f) 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 Company after deducting all of its liabilities.

**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 ruling at the reporting date. Exchange differences arising from foreign currency transactions are reflected in the income statement.

**Provisions**

Provisions are recognised when i) the Company 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.

**Contingent liabilities**

Contingent liabilities are possible obligations arising from past events, whose existence will only be confirmed by future uncertain events that are not wholly within the Company'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 reliably measured. If the outflow of economic resources is not considered remote, contingent liabilities are disclosed but not recognised in the 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. Dividends on shares recognised as liabilities are recognised as expenses and classified within interest payable.

2. Significant accounting estimates and judgements and key sources of uncertainty

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates and assumptions that affects 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.

**Sources of estimation uncertainty:**

*a) Estimates of cost to complete and contract provisions*

To determine the margin that the Company is able to recognise on its contracts in the reporting period, the Company has to allocate total costs of the contracts between the proportion completing in the period and the proportion to complete in a future period. The assessment of the of total cost to be incurred and the final contract value requires a degree of estimation.

**Judgements made in applying accounting policies:**

*a) Fair value of investments*

To determine whether any impairment was required to the cost of investments in subsidiaries carried on the balance sheet an impairment review was carried out. This covered investments in Mace GmbH (Germany), Mace Asia Consultancy PTE Ltd (Singapore), Mace Ltda (Macau), and Mace Management Services Ltd (Ghana). The cashflows used in the calculation were based on 2021-26 forecasts recently produced following a strategic review of the business. A discount rate was applied to these cashflows based on the CGU specific WACC calculated for use of the Mace group over the Consult engine. A sensitivity analysis was applied both to the cashflows and to the discount rate applied and this established that there was sufficient headroom to the carrying value to avoid the need for an impairment.

## Mace Consult Limited

### Notes to the financial statements (continued)

Year ended 31 December 2020

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#### 3. Revenue

An analysis of the Company's revenue is as follows:

	2020	2019
	£000s	Unaudited £000s
Continuing operations:		
UK & Europe	21,989	22,551
Middle East North Africa	-	489
Rest of World	406	175
<b>Total revenue</b>	<b>22,395</b>	<b>23,215</b>

#### 4. Operating profit/(loss)

	2020	2019
	£000s	Unaudited £000s
The operating profit/(loss) is stated after charging:		
Defined contribution pension cost	175	267
Auditors remuneration	86	-
Foreign Exchange (gains)/losses	(509)	806

#### 5. Interest

	2020	2019
	£000s	Unaudited £000s
Bank and other interest receivable	335	287
<b>Total interest receivable</b>	<b>335</b>	<b>287</b>
Bank and other interest payable	-	(24)
<b>Total interest payable</b>	<b>-</b>	<b>(24)</b>

Interest is charged on intercompany loans at a rate of LIBOR +3.5%.

**Mace Consult Limited**

**Notes to the financial statements (continued)**

**Year ended 31 December 2020**

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**6. Staff costs and numbers**

	<b>2020</b>	<b>2019 Unaudited</b>
	<b>£000s</b>	<b>£000s</b>
<b>Staff costs were as follows:</b>		
Aggregate gross wages and salaries	<b>3,830</b>	2,753
Employer's social security costs	<b>177</b>	244
Other pension costs	<b>175</b>	267
Other employee expenses	<b>16</b>	131
Amounts recharged from other group companies	<b>4,911</b>	5,617
	<b>9,109</b>	9,012

**Average monthly number of persons employed by the Company during the year:**

Corporate support services	<b>3</b>	2
Project delivery staff	<b>23</b>	18
	<b>26</b>	20

Mace Consult Limited

Notes to the financial statements (continued)

Year ended 31 December 2020

7. Tax on profit on ordinary activities

	2020	2019
		Unaudited
(a) Analysis of charge in year	£000s	£000s
UK corporation tax at 19% (2019:19%)	-	-
Group relief payment	709	215
Adjustments in respect of previous years	(55)	-
Overseas taxation	22	53
Deferred tax	-	-
Total current tax (note 7b))	<u>676</u>	<u>268</u>

(b) Factors affecting tax charge for year

The tax assessed for the period is lower than the standard rate of corporation tax in the UK (19.00%). The differences are explained below:

Profit on ordinary activities before tax	<u>6,446</u>	<u>3,314</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19.00% (2019:19%)	1,225	630
<i>Effects of:</i>		
Expenses not deductible for tax purposes	52	486
Non-taxable dividend income	(568)	(891)
Different rates of tax on overseas earnings	22	53
Adjustments to tax charge in respect of previous years – UK taxation	(55)	(10)
Current tax charge for the year (note 7a)	<u>676</u>	<u>268</u>

8. Investments

	Subsidiaries	Total
	£000s	£000s
At 1 January 2019 (unaudited)	<u>3,352</u>	<u>3,314</u>
Additions	233	233
Disposals	(2,000)	(2,000)
At 31 December 2019 (unaudited)	<u>1,485</u>	<u>1,485</u>
At 1 January 2019 (unaudited)	<u>1,485</u>	<u>1,485</u>
Disposals	(9)	(9)
At 31 December 2020	<u>1,476</u>	<u>1,476</u>

In 2019 the Company established a new subsidiary in Singapore, Mace Asia Consultancy PTE Ltd, with share capital of £233k.

Also in 2019, the Company closed its subsidiary in Cyprus, Callomin Property Solutions Ltd, writing off an investment value of £2,000k but recovering £1,906k of disposal proceeds with a loss of £94k.

In 2020 the Company closed its subsidiary in Macedonia, Mace International doo Skopje, writing off an investment value of £9k.

A list of subsidiary undertakings is provided in Note 16.

Mace Consult Limited

Notes to the financial statements (continued)

Year ended 31 December 2020

9. Trade and other receivables

	2020	2019
	£000s	Unaudited £000s
Trade debtors	2,344	4,399
Contract receivables	419	347
Amounts owed by group undertakings	11,951	17,561
Other debtors	-	13
	<u>14,714</u>	<u>22,320</u>

Debtors past and overdue

	2020	2019
	£000s	Unaudited £000s
Trade receivables not past due	2,306	3,321
Trade receivables past due 1-30 days	15	866
Trade receivables past due 31-60 days	10	99
Trade receivables past due over 60 days	13	113
Gross trade receivables	2,344	4,399
Less provision for expected credit losses	-	-
Trade debtors	<u>2,344</u>	<u>4,399</u>

10. Trade and other payables

	2020	2019
	£000s	Unaudited £000s
Trade payables	269	780
Contract Liabilities	152	-
Other creditors	-	7
Amounts due to group undertakings	12,311	26,276
Accruals	1,242	1,721
	<u>13,974</u>	<u>28,784</u>

## Mace Consult Limited

### Notes to the financial statements (continued)

Year ended 31 December 2020

#### 11. Share capital

	Number of shares	Ordinary shares value £
Ordinary Shares at 100p each	<u>1</u>	<u>1</u>
At 31 December 2020 and 2019	<u>1</u>	<u>1</u>

#### Reserves

Retained earnings movement relates to the profit and loss result of the year as well as distribution of dividends.

#### 12. Notes to the cash flow statement

##### Reconciliation of operating activities to operating cash flows

	2020 £000s	2019 Unaudited £000s
<b>Cash flows from operating activities</b>		
Operating Profit/(Loss)	3,124	(1,547)
<b>Adjustments for:</b>		
Loss on Disposal of Investments	9	-
<b>Cash flows before changes in working capital</b>	<u>3,133</u>	<u>(1,547)</u>
<b>Working capital changes:</b>		
(Increase)/decrease in trade and other receivables	7,606	1,557
Increase/(decrease) in trade and other payables	<u>(14,810)</u>	<u>(136)</u>
<b>Increase in working capital</b>	<u>(7,204)</u>	<u>1,421</u>
<b>Income taxes paid</b>	(536)	1,052
<b>Net finance income</b>	335	264
<b>Net cash from operating activities</b>	<u>(4,272)</u>	<u>1,190</u>

#### 13. Contingent liabilities and assets

The Company is party to a Group liability arrangement with its principal bankers providing a right of set-off of all Group balances. Whilst certain Group companies have overdrawn balances, at 31 December 2020 there was no net Group indebtedness to its bankers and therefore the directors consider that no contingency arises.

#### 14. Ultimate parent undertaking

The immediate parent company is Mace Limited, a company incorporated and registered in the United Kingdom. The company is a wholly owned subsidiary of Mace Limited. The ultimate parent company is Mace Finance Limited, incorporated and registered in the United Kingdom.

The largest group of undertakings for which group accounts are drawn up and of which the company is included is the group headed by Mace Finance Limited. The smallest such group is the group headed by Mace Limited. The registered office of both companies is 155 Moorgate, London, EC2M 6XB.

Copies of the financial statements of Mace Limited and Mace Finance Limited are available from Companies House, or on request from the company's registered office.

**Mace Consult Limited**

**Notes to the financial statements (continued)**

**Year ended 31 December 2020**

**15. List of joint ventures, joint operations and associate undertakings**

Company	Country of registration/incorporation	Voting rights	Nature of business
MMQSMace Consultancy (Pty) Limited	South Africa	49	Project management
MMQS Mace (Pty) Limited	South Africa	49	Project management
Mace Project Solutions (Pty) Limited	South Africa	48	Project management

**16. List of subsidiary undertakings**

The following is a list of the direct and indirect subsidiary entities of the Company.

Company	Country of registration/incorporation	Voting rights	Nature of business
Mace Australia Proprietary Limited Level 5 1 Chifley Square, Sydney NSW 2000 Australia	Australia	100	Project management
Mace Limited Liability Company Tolbuhina 2-313 Premise 10a Minsk 220012 Belarus (closed 25.062021)	Belarus	100	Project management
Mace Consultancy (Canada) Limited c/o ARC Information Services Inc 1105-105 Victoria St Toronto, Ontario M5C 3B4 Canada	Canada	100	Project management
Mace Zagreb d.o.o. Petrinjska 42 a Zagreb 10000 Croatia	Croatia	100	Project management
Callomin Property Solutions Limited 59-61 Acropolis Avenue 3 <sup>rd</sup> floor, Flat 301 Nicosia 2012 Cyprus	Cyprus	100	Consultancy
Mace (New Zealand) Limited*	England & Wales	100	Consultancy
Mace (Poland) Limited*	England & Wales	100	Facilities management
Mace (Russia) Limited*	England & Wales	100	Project management
Mace (Slovakia) Limited*	England & Wales	100	Consultancy
Mace Angola Special Projects Limited*	England & Wales	100	Consultancy
Mace Consultancy (Asia Pacific) Limited*	England & Wales	100	Consultancy
Mace Consultancy (Europe) Limited*	England & Wales	100	Consultancy
Mace Consultancy (MENA) Limited*	England & Wales	100	Consultancy
Mace Consultancy (Netherlands) Limited*	England & Wales	100	Consultancy
Mace Consultancy (Peru) Limited*	England & Wales	100	Consultancy
Mace Consultancy (The Americas) Limited*	England & Wales	100	Consultancy
Mace International Overseas Limited*	England & Wales	100	Consultancy
Mace Projects (South Africa) Limited*	England & Wales	100	Project management
Mace GmbH Hamburger Allee 45 60486 Frankfurt Germany	Germany	100	Project management
Mace Management Service Limited Kwakkiranya Street Accra 1359 Ghana	Ghana	100	Project management
Mace Project & Cost Management Private Company Limited 01A171 & 01A172 Platina Tower, MG Road Near Sikandarpur Metro Station, Sector 28 Gurgaon Haryana India 122002	India	100	Project management

**Mace Consult Limited**

**Notes to the financial statements (continued)**

**Year ended 31 December 2020**

**16. List of subsidiary undertakings (continued)**

Mace Consultancy (Ireland) Limited 5th Floor Beaux Lane House Lower Mercer Street Dublin 2 Ireland	Ireland	100	Project management
Mace Consultancy (Jersey) Limited 44 Esplanade, St Helier Jersey JE4 9WG	Jersey	100	Project management
Mace Management Services LLP 78, Baitursynuly Street Apartment 38, Almalinskiy District 050022 Almaty Kazakhstan	Kazakhstan	100	Project management
Mace Management Services Limited The Westwood, 9 <sup>th</sup> Floor Vale Close off Ring Road Westlands Nairobi Kenya	Kenya	100	Project management
Mace YMR Limited Liability Partnership 4th Floor, East Wing Lion Place, Nairobi Kenya	Kenya	61	Project management
Mace Limitada Alameda Dr. Carlos d'Assumpcao, no. 263 ,China Civil Plaza 60 andar M e N Macau	Macau	100	Project management
Mace YMR Ltd c/o Matco Limited 11 <sup>th</sup> Floor, Tower 1 Nextecom Building Ebene, cybercity Mauritius	Mauritius	61	Consultancy
Utrema BV Zuidplein 116 Tower H, Level 14, 1077XV Amsterdam Netherlands	Netherlands	100	Consultancy
Mace Consult Pakistan (Private) Limited 4 <sup>th</sup> Floor Central Hotel Building Civil Lines Merewether Road Karachi Pakistan	Pakistan	50	Project management
Mace Consultancy (Peru) S.A.C. Avenue Santo Toribio 143 San Isidro Lima, Peru	Peru	100	Project management
Management and Excellence Consultancy (Qatar) Limited 2nd Floor, Office 204 Building 63, Al Matar Street 310 Zone 27, Doha Qatar	Qatar	100	Project management
Mace Management Services Limited Umuji wa Kigali Gasabo, Kacyiru Rwanda	Rwanda	100	Project management
Mace d.o.o. Drinicka Street No 8 Belgrade Savski Venac Serbia (closed 09.08.2021)	Serbia	100	Project management
Mace Asia Consultancy Pte Ltd 80 Robinson Road No. 02-00 Singapore 068898	Singapore	100	Project management
Mace Holdings South Africa (Pty) Limited Floor 2 Building 1 Waverley office Park 15 Forest Road, Bramley Johannesburg Gauteng 2199 South Africa (closed 17.06.2021)	South Africa	100	Project management
Mace Management Services (Pty) Limited Floor 2 Building 1 Waverley office Park 15 Forest Road, Bramley Johannesburg Gauteng 2199 South Africa	South Africa	100	Project management

**Mace Consult Limited**

**Notes to the financial statements (continued)**

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**16. List of subsidiary undertakings (continued)**

Ukwakha Ubunye (Pty) Limited Floor 2 Building 1 Waverley office Park 15 Forest Road, Bramley Johannesburg Gauteng 2199 South Africa	South Africa	100	Project management
Mace GmbH c/o Urs Schneebeli Scheideggstrasse 119 8038 Zurich, Switzerland	Switzerland	100	Project management
Mace Management Services AG C/O IWP Consulting GmbH Steinenring 8 4051, Basel Switzerland	Switzerland	100	Project management
Mace Construction Management and Consultancy Services Limited Maçka Cad.Tuncer Building, No:29 D.13 Maçka, Şişli Istanbul, Turkey	Turkey	100	Project management
YMR Partnership Uganda Plot 24b Akibua Road, Nakasero Ericson Building 3rd Floor Kampala Uganda	Uganda	61	Consultancy
Mace North America Limited 3500 Lenox Road Suite 1500 Atlanta GA 30326 United States of America	USA	100	Project management

The following entities were acquired after the balance sheet date:

<b>Company</b>	<b>Country of registration/ incorporation</b>	<b>Voting rights</b>	<b>Nature of business</b>
Mace Consultancy (Sub-Saharan Africa) Limited	England & Wales	100	Consultancy
Tenman (HK) Limited 23/F Tung Hip Commercial Building 244 Des Voeux Road Central Hong Kong	Hong Kong	60	Consultancy
Tencore Limited Unit 507 5/F Chinachem Plaza 77 Mody Road Tsim Sha Tsui East Hong Kong	Hong Kong	60	Consultancy
Tenman Project Management Inc. Rm. 805-808 The One Executive Office Building 5 West Avenue Brgy, Nayong Kanluran Quezon City Philippines	Philippines	40	Consultancy

\* Companies are registered at head office address in the UK: 155 Moorgate, London, EC2M 6XB