



Mitie

Leveraging technology  
for sustainable growth,  
social impact and lasting value

# In this report

## Overview

- 3 Our commitment to ESG
- 4 What we do
- 5 Foreword from Salma Shah, Chair of the ESG Committee
- 7 Recognition for our progress and achievements
- 9 Our ESG strategy
- 11 Our ESG targets
- 12 Our customers' needs are changing
- 13 Centres of excellence

## Environment

### 14 Environment

- 15 Our progress
- 17 Plan Zero initiatives
- 22 Mitie Plan Zero – Decarbonisation, Delivered™

### 32 Responsible supply chain

- 33 Our progress
- 35 Creating a responsible supply chain
- 36 Supplier engagement
- 37 Sustainable supply chain

## Social

### 41 People

- 42 Our progress
- 44 Developing our talent
- 48 Attract and retain a diverse workforce
- 51 Employee engagement

### 52 Community

- 53 Our progress
- 55 Health and safety
- 57 The Mitie Foundation
- 59 Giving back
- 62 Collaborating with government

## Governance

- 63 Mitie governance
- 64 ESG oversight
- 69 Corporate Sustainability Reporting Directive (CSRD)
- 70 Our Climate Transition Plan
- 73 Task Force on Climate-related Financial Disclosures (TCFD)

## Data

- 76 Data
- 77 GHG reporting methodology statement for FY24



### Environment

Our 5,000th EV was a Volkswagen ID Buzz. We have a 66% electric fleet, with 5,065 EVs on the road.

[+ Read more about our environment strategy](#)



### People

During FY24 we expanded our apprenticeship offering to cover 90 different schemes, and supported over 1,200 apprentices.

[+ Read more about our people](#)



### Responsible supply chain

Mitie's supply chain emissions have reduced by 12% since FY23, through supplier engagement and improved data processes.

[+ Read more about our responsible supply chain](#)



### Community

The Mitie Foundation launched Ready2Work Military, supporting the Armed Forces community back into civilian employment.

[+ Read more about our communities](#)

# Our commitment to ESG

**Mitie's Environmental, Social and Governance (ESG) strategy is not just about managing risks; it is about protecting the environment and creating long-lasting social value in a dynamic environment. We are developing new ways to meet the evolving needs of our customers, while also seeking to sustainably grow our business in a changing world – now, more than ever, we must work together.**

Alongside our exceptional colleagues, technology and innovation play a vital role in our business as we strive to enhance our position as a global ESG industry leader, transforming the built environment and lived experience for our customers and their people.

During the financial year ended 31 March 2024 (FY24), we received validation from the Science Based Targets initiative (SBTi) for our ambitious Net Zero targets, and we were delighted to join the A List of the global carbon disclosure system, CDP. As a member of the A List, we are among only 2% of the 21,000 organisations that are assessed annually. We also received a Platinum rating from the Sustainable Facilities Management Index (SFMI) for the third consecutive year and, most recently, a Low Risk Rating from Sustainalytics, which places us on the threshold of their Negligible Risk band.

These credentials demonstrate our commitment to incorporating ESG in all aspects of our decision-making, and enable us to work with our customers to make real changes to their businesses through our Plan Zero – Decarbonisation, Delivered™ programme.

By using advanced technology-led solutions to save energy and reduce emissions, we are helping our customers to cut costs and decarbonise their operations, move to a circular economy, increase biodiversity and switch to renewable energy sources. The investment in decarbonisation will continue to grow and Mitie is proud to play a leading role in supporting our customers to achieve their ambitions.

## Data-driven ESG insights

To enable our customers to make informed decisions to achieve their ESG ambitions, we have partnered with global IT companies to develop innovative solutions. In March 2024, we launched 'Emissions Intelligence' in partnership with Salesforce.com, to provide cutting-edge carbon reporting and reduction services. With this tool, our customers can apply data-driven insights to strengthen their emissions reporting, benchmark performance and develop pathways to Net Zero.

As the UK market leader in our industry with over 3,000 customers, Mitie has a vast footprint across the nation's built environment and plays a pivotal role in communities. The Mitie Foundation is an independent charity wholly funded by the Group to create meaningful employment opportunities for marginalised groups, including the long-term unemployed, individuals with learning difficulties and disabilities, ex-offenders, prison leavers, young people and veterans.

The Foundation has continued to advance its flagship Ready2Work programme and proudly introduced the Ready2Work Military initiative during FY24. We also support local communities through good causes, with every member of the Mitie team encouraged to spend at least one day per year volunteering during working hours.

## Developing talent to grow

Our 68,000 colleagues are integral to Mitie's success. We champion diversity and inclusion and provide industry-leading benefits, such as private healthcare, life insurance and free shares, to all colleagues. Developing talent is a priority, including through structured learning and hands-on experience such as our apprenticeship programme. At any given time, we are supporting over 1,200 colleagues through apprenticeships, and we have expanded our offering to over 90 technical, professional and managerial courses across a range of areas.

This year, we were again named in the top 100 Apprenticeship Employers, in addition to being recognised as a Top Employer UK and an Inclusive Top 50 UK Employer for the sixth consecutive year.

This report provides an in-depth look at our approach to ESG, our goals, and how we measure success in the areas of environment, supply chain responsibility, colleague wellbeing, community engagement and innovation.



**Mitie is recognised as an ESG leader among global industry peers. Our ESG initiatives form a key part of how we do business, ensuring we grow sustainably and responsibly. Our leading credentials also enable us to work with our customers to realise their own sustainability and Net Zero ambitions.**

**Phil Bentley**  
Chief Executive Officer  
Mitie Group



# What we do

We are the UK's leading technology-led Facilities Transformation company.

A trusted partner to over 3,000 blue-chip customers across the public and private sectors, we work with them to transform their built estates and the lived experiences of their people, and provide data-driven insights to inform decision-making.

In each of our core service lines of Engineering, Security and Cleaning & Hygiene, we hold market leadership positions. We upsell Projects capabilities in the higher-growth categories of Buildings Infrastructure, Decarbonisation, Fire & Security and Telecoms Infrastructure.

## Our core capabilities



### Intelligent Engineering Maintenance

We help customers to optimise the performance and productivity of their assets through an extensive suite of engineering services that enable predictive maintenance and remote monitoring. We have the UK's largest team of trained engineers, implementing solutions to ensure that buildings comply with regulations, and infrastructure and systems remain fully operational.

**£1.8bn**

FY24 revenue  
(includes Projects revenue, other than Advisory, Design & Build)

Our position

**#1 in the UK**

The largest provider of technology-led engineering (hard) services

### Customer type

Revenue, including share of joint ventures and associates

	%
● Government	53
● Non-government	47



### Intelligent Projects

We bring together technology and expertise from across the Group to offer an unrivalled breadth and depth of self-delivery capability to consult, design and deliver projects that transform our customers' estates, workplaces and experiences, and accelerate their path to Net Zero. We continue to build our capabilities both organically and through infill acquisitions.

**£1.1bn**

FY24 revenue

Our position

**A leading UK provider of project capabilities**

### Total order book £11.4bn

Including share of joint ventures and associates

	£bn
● 1 year	2.6
● 1-2 years	2.1
● >2 years	6.7



### Intelligent Security

We protect our customers' property and assets and keep people safe. Our delivery is underpinned by leading risk and threat intelligence, technology and a team of fully vetted, highly trained security professionals at our Security Operations Centres, working together with our front-of-house colleagues.

**£0.9bn**

FY24 revenue  
(includes Projects revenue)

Our position

**#1 in the UK**

Leading converged security services provider



### Intelligent Cleaning & Hygiene

We create healthier and more sustainable spaces for our customers, using technologies such as sensors, spill-detect computer vision and our Merlin Connect operating platform to deliver demand-led cleaning solutions. These provide customers with assurance over cleanliness and drive efficiency and productivity gains.

**£0.7bn**

FY24 revenue

Our position

**#1 in the UK**

The largest UK provider of Cleaning & Hygiene services

### Total pipeline

**£18.6bn**

27% growth year-on-year

# Foreword



**Our commitment to sustainability and social responsibility drives everything we do. This year, we have earned prestigious recognitions and made significant environmental and social progress. We are dedicated to deepening our impact, fostering diversity, achieving Net Zero, and empowering our customers to reach their sustainability goals. Together, we are building a brighter, more sustainable future for all.**

Salma Shah  
Chair of the ESG Committee, Mitie Group



**As a leader in Facilities Transformation, we play a pivotal role in creating sustainable environments and delivering social value, with a remit that extends from energy efficiency and recycling, to motivating young apprentices and creating inspiring workspaces for our customers and their employees.**

Our commitments to protecting the environment, creating social value in the communities we serve and ensuring the highest standards of corporate governance underpin everything we do; they influence how we deliver for customers, support our colleagues, protect people and the planet, and enable our customers to set and reach their own decarbonisation goals.

## Targeted ESG progress

Mitie is profitable, socially responsible and environmentally sustainable, but we recognise that we are on a journey and there is much more we can do. Our ESG strategy sets out our actions and outcomes to drive positive change, as well as clear goals, such as reaching Net Zero ahead of the UK Government's 2050 target. Our social value framework focuses on delivering a positive social and environmental impact through our five social value pillars, which have their own targets (see page 10).

We continuously review our operations, measuring processes and results to track our progress.

In this report you can read about our activities and performance over the past year.

## Our ESG governance

Strong ESG governance supports all our environmental and social value initiatives. It also helps us to build long-term, sustainable value to ensure that we achieve maximum positive impact on our communities, people and the environment in which we work, and benefit our customers and shareholders.

Our ESG approach involves subject matter experts from across Mitie, who add a diverse perspective, promote increased debate and help us to deliver on our commitments. Our ESG Committee is responsible for driving Mitie's social value and responsible business agenda, and our Plan Zero and Social Value Working Groups, together with our Steering Group, play a lead role in delivering our ESG commitments, ensuring that we continue to engage with our customers and align with the wider group strategy.

Over the past year, the ESG Committee's actions include: undertaking a double materiality assessment (see page 69); ensuring compliance with the Corporate Sustainability Reporting Directive; updating Mitie's Supplier Code of Conduct to include enhanced environmental and social value requirements; and enhancing our Modern Slavery procedures and Modern Slavery statement.

## Foreword continued



### Technology in ESG

Developing our use of technology is helping us to improve our ESG approach. We are enhancing the quality of our reporting, both internally and externally, to ESG rating agencies and other disclosure organisations. For example, we are using data to get a deeper understanding of the social value that we are creating through our business activities. Using Thrive software, we monitor, map and report our social value delivery using customisable dashboards, comprehensive reporting and data downloads.



### Reaching Net Zero – for Mitie and our customers

Our focus on all aspects of sustainability, together with our approach to innovation and new ways of operating, means we are rated as a leader in our industry (see page 7). Alongside our own ambitious target to reach Net Zero for our operations by 2025, our ‘do, lead, deliver’ approach helps other organisations develop and work towards their own sustainability goals.

Our Mitie Plan Zero – Decarbonisation, Delivered™ products and services draw on our business capabilities across emissions reporting and Net Zero planning, energy efficiency, renewable energy and resilience, electric vehicle (EV) transition, waste, biodiversity, and heat decarbonisation.

It is through an integrated approach to delivering these services that we are helping major organisations, such as David Lloyd (delivering solar PV), Deloitte (delivering LED lighting replacement), Department for Work and Pensions (sourcing Public Sector Decarbonisation Scheme grant funding), Gridserve (providing the necessary grid connections) and Royal Mail (delivering an energy performance contract with assured annual energy savings) achieve their energy-efficiency and carbon Net Zero objectives.

### Creating a diverse work environment

Mitie is a people business, so ensuring that we are making it the best place to work is key to our ESG proposition. We are creating a positive work environment and our commitment to our colleagues shows in our many employer awards this year, including the Inclusive Top 50 UK Employers list and winning the HR Excellence Award for Best Early Careers Strategy.

Through the Mitie Foundation, and its two major programmes Ready2Work and Giving Back, we aim to break down barriers for people who may face difficulties securing employment. We also support the creation and expansion of trailblazer apprenticeship schemes, aiming to close future skills gaps.

Over the past year, the ESG Committee has continued to guide our Apprenticeship Levy lobbying activity. At any given time, we support over 1,200 apprentice colleagues across more than 90 different courses.

### External recognition and awards

We’ve achieved an enormous amount over the past 12 months, and I hope you enjoy reading in this report more about our stories on creating social value and our achievements. We continue to receive recognition and awards for our leading ESG practices, and leading scores and rankings from external agencies have included: the Sustainable Facilities Management Index and CDP; edie awards 2024 – Transport/Fleet Management Initiative of the Year; Energy Management Awards 2023 – Net Zero Strategy of the Year; Inclusive Companies Awards 2023 – Inclusive Top 50 UK Employers; and National Apprenticeship Service 2023 – Top 100 Apprenticeship Employers.

### Next year

Areas of focus for the ESG Committee in FY25 include embedding our materiality assessment results into strategies across the business, supporting the social mobility of underrepresented groups and deploying Mitie’s social value delivery programme to our clients. We will also be looking at incorporating further circular economy and reuse initiatives into internal operations.

# Recognition for our progress and achievements

Mitie is recognised as a leader in ESG among global industry peers. These initiatives form a key part of how we do business, ensuring we grow sustainably and responsibly, and this has been reflected in the market-leading scores and ratings we have received from prestigious external organisations.

This includes a Platinum rating from the Sustainability Facilities Management Index (SFMI) for the third consecutive year, a Low Risk rating from Sustainalytics and an AA ESG rating from MSCI. Additionally, we have secured a place on the CDP Climate Change A List.

We continue to offer career development opportunities and industry-leading benefits to our colleagues to attract and retain the best talent. We have been named in the Top 100 Apprenticeship Employers for the third consecutive year, in addition to being recognised as a Top Employer UK and an Inclusive Top 50 UK Employer for the sixth consecutive year.

Mitie is also a constituent company in the FTSE4Good Index Series.

## Reporting and disclosure achievements



Mitie was awarded the highest-ranking category of Platinum for 2023, the third consecutive year we have secured this rating. As standards become more rigorous, this is a testament to Mitie's commitment in all 23 categories of ESG.



Mitie secured an ESG risk rating of 10.5, Low Risk, from Sustainalytics, placing Mitie in the top 3% globally and ranked number 7 in the Business Support Services industry.



In 2024, Mitie received an AA rating from MSCI and its ESG ratings process. This is the second highest rank available, and only 10% of MSCI ACWI Index constituents, Commercial Services & Supplies, were ranked higher in this timeframe.

## Employer achievements



For the sixth consecutive year, Mitie has been recognised as a UK Top Employer. This achievement supports Mitie's commitment to its colleagues through its HR policies and people practices, including wellbeing and learning.



Mitie has been named one of the UK's top 50 most inclusive employers by Inclusive Companies in its 2023/24 Inclusive Top 50 UK Employers index for the sixth year running, demonstrating our ongoing commitment to inclusivity and diversity.



Mitie received the Top 100 Apprenticeship Employers status for the third consecutive year in July 2024, highlighting our efforts to employ and develop apprentices within Mitie.



## Mitie's A List status

In Mitie's 2023 CDP climate disclosure, we achieved A List status. This made Mitie one of only 362 companies globally to achieve this rating, out of more than 21,000 companies that disclose, putting Mitie in the top 2%.

This was achieved through our Plan Zero commitment of Net Zero Scope 1 and 2 by 2025 and Net Zero Scope 3 by 2035. We are making good progress with our decarbonisation initiatives, notably our EV transition, and by carrying out these projects and data monitoring in-house we have been able to develop a customer proposition (see page 22 for more information on Mitie Plan Zero – Decarbonisation, Delivered™). By setting ambitious targets backed by third-party verification, involving our full Scope 3 emissions, and receiving validation from SBTi (see pages 8 and 76), we improved our scoring from a B last year, to the prestigious A List for 2023.

## Recognition for our progress and achievements continued

## Management system accreditations

Following the expansion of our ISO 50001 accreditation in 2023 from Mitie Energy to Mitie Group, this certificate now covers all of the significant energy use across our estate and incorporates our entire fleet. Our Plan Zero strategy ensures that we are reducing our environmental impact through optimising the efficiency of our sites, which aligns with continuous improvement plans relating to energy performance. This accreditation complements our ISO 14001:2015 certification, which also covers 100% of Mitie Group's operations at all sites, providing an external best practice framework for identifying, managing, monitoring and controlling environmental issues, maximising our efforts to reduce our environmental footprint.

These certifications ensure that our policies and procedures align with internationally accepted standards, providing external recognition for our environmental efforts, and reassuring our customers and suppliers, ensuring that we fulfil relevant compliance obligations to operate sustainably and responsibly.

We received third-party verification for our FY24 greenhouse gas data to ISO 14064-1 standard from Optera, along with our social value data, ensuring that our processes are accurate and transparent.

In addition, we have achieved accreditation for ISO 45001: Occupation Health and Safety, ISO 22301: Business Continuity Management, ISO 27001: Information Security, ISO 9001: Quality Management System, ISO 31000: Risk Management, and ISO 44001: Collaborative Relationships. All of these have been secured at a Group level, and therefore cover 100% of Mitie's operations and sites.

Mitie was the first in our industry, and one of only 17 organisations globally, to join all three Climate Group initiatives: EPI100, EVI100 and RE100, which focus on energy productivity, electric vehicle fleets and renewable energy, respectively.

Partnering with the Climate Group enables us to benchmark our achievements, connect with a community on its Net Zero journey, and advocate for advancements in decarbonisation, such as green infrastructure and EV policies.



2013



2013

EP 100

RE 100

CLIMATE GROUP  
EV100

## Mitie's science-based targets

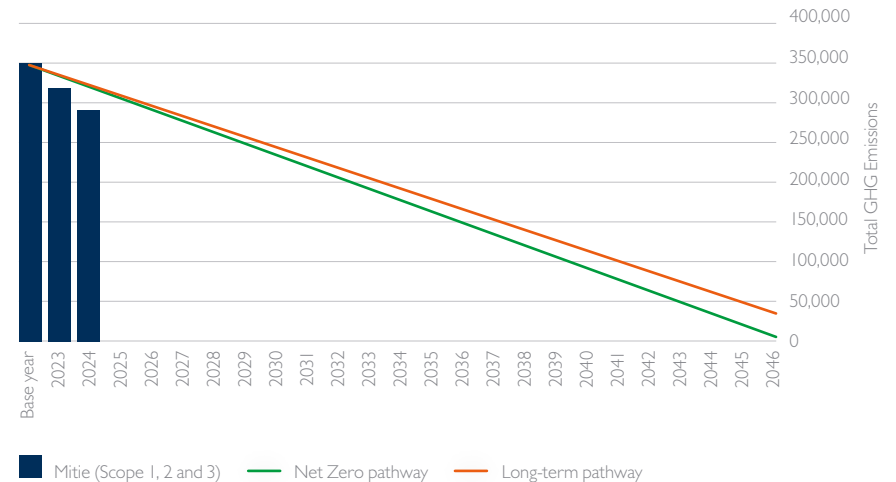
With the launch of our Plan Zero initiative in 2020, Mitie set its own ambitious targets of Net Zero direct operational emissions by 2025 and Net Zero indirect operational emissions by 2035. In addition to these stretching internal targets, we sought external endorsement aligned to science.

In April 2023, Mitie received validation from the Science Based Targets initiative (SBTi) for its near-term, long-term and Net Zero targets, in line with the 1.5 degrees Paris Agreement and based on SBTi methodology. Mitie is one of only 967 companies to receive validation across all three categories, which cover Scope 1, 2 and 3.

The graph shows Mitie's actual data against our long-term and Net Zero targets, demonstrating our current performance is tracking positively ahead of our science-based targets (SBTs). To see our full list of SBTs and our progress against each metric, see page 76.



## Mitie Scope 1, 2 and 3 combined performance against SBTi pathways





# Our ESG strategy

Our ESG strategy comprises a 15-point plan detailing how we will achieve our goals.

This strategy is balanced between Environmental targets, including Scope 1, 2 and 3 emission reduction targets, our Social vision to create a 'Great Place to Work' and our commitment to industry-leading Governance.

In addition to internal targets, we support our customers in accelerating positive social and environmental change through decarbonisation and community engagement. Our strategy focuses on long-term success, considering social, environmental and economic aspects of our operations through a holistic lens to ensure that Mitie is a resilient and adaptable organisation. Our responsible approach to business helps to attract and retain colleagues, and win contracts.

At Mitie, we are preparing to adopt new sustainability reporting standards, such as the International Sustainability Standards Board (ISSB), European Financial Reporting Advisory Group (EFRAG) and the Global Reporting Initiative (GRI). By adhering to these comprehensive frameworks, we can provide consistent, comparable and reliable information on our ESG performance.

We continue to grow our decarbonisation capabilities organically and through strategic infill mergers and acquisitions, including JCA Engineering, G2, Rock Power Connections, Biotecture and Custom Solar.

## Environment

Our industry-leading Plan Zero initiative commits Mitie to an ambitious short-term target of Net Zero Scope 1 and 2 emissions by 2025; an interim target to reduce our Scope 3 emissions by 80% by 2030; and a long-term target of Net Zero Scope 3 emissions by 2035.

### Our commitments:

1. **Reduce Scope 1 and 2 carbon emissions**  
Drive down energy consumption, eliminate all fossil fuel emissions and adopt natural renewable sources for electricity.
2. **Reduce Scope 3 carbon emissions**  
Measure, report and influence emissions in the value chain to align with our Scope 1 and 2 commitments and promote science-based targets.
3. **Circular economy**  
Reduce water and waste at source and adopt a circular economy. Take all measures to eliminate virgin products from our operations.
4. **Biodiversity**  
Biodiversity net gain must be significantly increased throughout our property portfolio.
5. **Deliver sustainability**  
Embed environmental sustainability into all aspects of every contract and project delivery, not just green projects.
6. **Sustainable procurement**  
Create a procurement process that delivers a longer-term value beyond cost savings, promotes safe and fair working conditions, human rights and labour standards, including procuring high-quality verified carbon credits with a balanced portfolio of social and nature-based projects to offset hard-to-abate residual carbon emissions as part of our Net Zero strategy.

## Social

Mitie's vision is to create a 'Great Place to Work', so we focus on developing world-class programmes around the creation of quality jobs, learning, equality, diversity and inclusion, social value and breaking down barriers to employment to improve social mobility.

### Our commitments:

7. **Develop talent**  
Through a skills-based learning strategy for all, create and retain quality jobs, improve social mobility and help develop the green skills for the future.
8. **Diverse workforce**  
Attract and retain a diverse workforce and foster a truly inclusive culture where everyone can bring their true selves to work.
9. **Health and wellbeing**  
Focus on a preventative approach, improving the health and wellbeing of our people, supply chains and local communities. Foster a positive work environment, recognising the interdependent relationship of physical, mental and financial health.
10. **Tackling inequality**  
Consider underrepresented groups for employment, improve disabled access to the workplace, and promote volunteering to meet all stakeholder goals.

## Governance

Mitie's governance structure and processes are industry-leading, often scoring us the highest marks in this area through our disclosure channels. Read more about our governance on page 63.

### Our commitments:

11. **Senior-level oversight**  
Senior managers have oversight of the whole ESG programme and set the strategy, measure, report and incorporate transparent and public disclosure of material impacts, progress and targets.
12. **Act responsibly**  
Show the highest levels of ethical and moral stewardship regarding tax evasion, lobbying, bribery and corruption, and ensure appropriate whistleblowing schemes are in place.
13. **Risks and opportunities**  
Finance and Risk teams drive sustainable investment and transparent disclosure throughout the business.
14. **Environmental management systems**  
Sustainability frameworks will be established, maintained and improved to fulfil our moral, legal and contractual obligations.
15. **Collaboration**  
Collaboration with all stakeholders is encouraged, fostered and embedded throughout the business.

## Mitie's ESG strategy continued

## Our social value framework

Social value refers to an organisation's positive impact on society: economic, social and environmental. Mitie's social value framework sets out specific focus areas with annual targets, ensuring that we have a positive impact throughout our value chain. Mitie embraces the United Nations Sustainable Development Goals (SDGs), with our framework actively supporting specific areas that aim to protect the planet and ensure prosperity for all, and calls on governments and businesses to contribute to their achievement.



### Innovation

Innovation is embedded within all of our pillars, to ensure Mitie remains at the forefront of technology and best-in-class service delivery.

[+ Find out more on page 12](#)



### People

People are Mitie's greatest asset, and we have a duty of care to ensure that they are equipped to be productive in the office and at home.

[+ Find out more on page 14](#)



### Environment

The climate emergency is humanity's biggest challenge. We believe it is key for all of our people to understand our environmental impact.

[+ Find out more on page 14](#)



### Community

We are an active part of the communities in which we operate, helping to deliver social value not only for Mitie, but also for our customers.

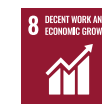
[+ Find out more on page 52](#)



### Responsible supply chain

Mitie has a robust and responsible supply chain that is engaged in the creation of positive social impacts across all areas of business.

[+ Find out more on page 32](#)



# Our ESG targets

In FY24, we achieved 13 out of 14 ESG targets across People, Environment, Community and Responsible Supply Chain.

The only target we did not achieve was for women to represent 35% of our senior leadership team. We continue to focus on increasing the representation of women in senior roles across the business and supporting their ongoing career progression, and this was reflected in a 4ppt increase to 32% of women in our senior leadership team by the end of FY24. In the first quarter of FY25, we continued to improve this key performance indicator (KPI) towards our 40% target, achieving 34%.

We are undertaking a Double Materiality Assessment with initial findings featured on page 69. The results will be examined by the Board as part of the ESG target-setting process from FY26 to FY30, and the new targets will be published later in the year.



## People

	Target FY24	Actual FY24	Achieved?	Target FY25
% of employees, where Mitie sets salary, paid Real Living Wage	100%	100%	●	100%
% of employees through apprenticeship scheme	4.3%	4.5%	●	5.0%
% of women on senior leadership team	35%	32%	●	40%
% of racially diverse colleagues on senior leadership team	10%	15%	●	20%
+ Find out more on page 41				



## Environment

Scope 1 and 2 emissions, net of carbon credits – global emissions (tonnes)	16,900	16,871	●	12,775
Scope 3 emissions – global emissions (tonnes)	296,507	273,336	●	275,752
% of fleet zero carbon <sup>1</sup>	65%	66%	●	80%
Waste to landfill (tonnes)	50	0	●	0
+ Find out more on page 14				



## Community

Volunteer paid hours	20,720	24,626	●	23,680
Health and wellbeing training hours delivered	26,312	37,611	●	28,943
Armed Forces recruitment <sup>2</sup>	2.4%	4.2%	●	2.3%
+ Find out more on page 52				



## Responsible supply chain

Spend with VCSEs	£2.0m	£3.4m	●	£2.3m
% of spend with SMEs <sup>3</sup>	32%	48%	●	33%
% of spend on Supplier Management Framework	39%	54%	●	40%

+ Find out more on page 32

1. We have reduced the FY25 target for % of fleet zero carbon from 85% to 80% to reflect the increased size of our overall fleet of vehicles, due to organic growth and strategic acquisitions, and the limited availability of commercially and operationally viable EV options for specialist vehicles and our highest mileage drivers.
2. This target relates to maintaining Armed Forces recruitment at a percentage of 0.5% above the population average.
3. Commitment to maintain public sector % SME spend above 33% target.

# Our customers' needs are changing

We create and deliver innovative technology-led solutions to meet the evolving needs of our customers and help them to respond to new regulatory, social, environmental and operational challenges.

## Customer needs



### Optimising asset performance and maximising productivity

Our customers seek to reduce the downtime of their critical assets to improve productivity, de-risk operations and reduce costs. They look for a partner that can predict, prevent and fix issues with minimum intrusion, provide a holistic view of asset performance and recommend areas for improvement to achieve best in class across their estates.



### Transforming estates, workplaces and customer experiences

We work with our customers to transform the lived experience across their estates, to create a 'Great Place to Work'. Our customers are increasingly prioritising user-centric, collaborative spaces that are commute-worthy, space-optimised and flexible, to engage with their customers, attract talent and optimise hybrid working.



### Creating healthier and more sustainable spaces

Our customers look for efficient, flexible and reliable cleaning solutions that adjust to daily and seasonal usage and demand patterns, provide proof of service and cleanliness, use eco-friendly products, and scale with their future business needs. We also work with our customers to maximise the reuse of resources and minimise waste.



### Protecting people, property and assets

Assurance of safety and security is imperative to our customers and this requires intelligence, technology and skilled people. Our customers need to be able to make rapid, informed decisions in response to evolving threats and rising levels of business crime. They must also prepare for tightening building safety and Martyn's Law legislation.



### Accelerating the path to Net Zero

In their quest to decarbonise assets and fleets, our customers need a trusted partner that can help them achieve Net Zero targets by assessing their current environmental impact, identifying opportunities for improvement and delivering practical solutions to reduce carbon emissions, save costs and secure energy supplies.

## How we are helping

- Building automation
- Remote monitoring
- Predictive maintenance
- De-risking operations

- Workplace consulting & design
- Building fit-outs and retrofits
- Connected technologies
- Space optimisation

- Real-time tracking & spill detect
- Demand-led robotics
- Eco-friendly cleaning solutions
- Circular economy

- Risk assurance
- Perimeter hardening
- AI video analytics
- Biometrics

- Carbon data capture/reporting
- Renewable power and storage
- Energy independence
- Network optimisation

# Centres of excellence

Mitie has created centres of excellence for each of its core capabilities: two Intelligence Security Operations Centres (ISOCs), a Technical Services Operations Centre (TSOC), a Cleaning & Hygiene Centre of Excellence (CHCoE) and a Projects Centre of Excellence (PCoE). We also have a Transformation Hub in The Shard to showcase how our technology is integrated to enhance delivery for customers.

## ISOCs

The use of intelligence and technology, alongside our exceptional colleagues, is central in our mission to keep our customers' people, property and assets safe, and lead in the fight against business crime. Our two ISOCs, in Northampton and Northern Ireland, are at the forefront of our technology-led approach and play a vital role in protecting millions of people nationwide, every day. From these locations we run security operations for some of the world's leading brands and the UK's most high-profile locations. Our extensive Mitie footprint across the UK allows our dedicated team of analysts to review large-scale data sets to monitor crime and incident trends, enabling our customers to make informed decisions, and implement appropriate security measures. The team provides 24/7 intelligence on unfolding issues, such as terrorist incidents or the movement of protesters around a city, and their work helps regional police forces to arrest prolific criminals and identify organised crime groups, further strengthening our contribution to public safety.



## TSOC

Mitie has invested in cutting-edge technology and IT systems operating at the TSOC in Manchester. Monitoring thousands of pieces of equipment remotely, from boilers to lighting systems, Mitie's teams of specialist engineers can run diagnostics, adjust settings, and predict when maintenance is needed, rather than simply react should equipment break down. Using smart sensors, building controls and data analytics, the TSOC is processing more than 70,000 datapoints and completing more than 1m 'condition checks', which confirm equipment is running smoothly, every 15 minutes.



## CHCoE

Launched in 2021 and revamped in 2023, Mitie's CHCoE is an industry-leading facility focused on delivering innovations to customers that improve hygiene, promote biodiversity, and empower them to think resource, not waste. Our facility trials the latest products to ensure they satisfy our high standards. This centre has six distinct zones so that visitors can experience the future of clean and hygienic environments, and understand how technology, robotics, data, and sustainability can all drive excellence and empower demand-led service. We use the Centre to showcase our capabilities, experienced colleagues and commitment to innovation.

## PCoE

Underpinning our Projects work is the Mitie PCoE, driving innovation and productivity, and managing the operating platform, including construction, design and management regulations, the project management playbook, and quality, health, safety and environment (QHSE) standards and training. The PCoE also serves as a knowledge centre to support our 2,500 Projects employees across the business.

## Transformation Hub

Located at Mitie's HQ in The Shard, London, our Transformation Hub launched in 2023, showcasing the best of Mitie's technology across our core services. Through ongoing investment, we continue to enhance our unique Mitie Digital Platform and deliver transformative, data-driven, 'intelligent' solutions to meet the changing needs of our customers.

This includes Intelligent Engineering – where we are leading in predictive and preventative maintenance; Intelligent Security – where we are pioneering the deployment of resources in response to risk and threat intelligence; Intelligent Cleaning & Hygiene – where we are delivering demand-led cleaning via our sensor technology; and Intelligent Projects – where our new Emissions Intelligence service will enable the automation of emissions data capture and reporting, and the creation of Net Zero pathways for our customers. This will enable us to be more productive, drive efficiency, and create greater value for our customers.



# Environment

We are a socially responsible business, committed to creating positive environmental impacts across our entire value chain. The actions we are taking to mitigate climate change and foster sustainability reflect our dedication to leaving a lasting legacy for future generations.

## In this section

- 15 Our progress
- 17 Plan Zero initiatives
- 22 Mitie Plan Zero – Decarbonisation, Delivered™



Find out more about our progress against our social value targets

## Progress against our targets in FY24

### 2024 target:

Reduce Scope 1 and 2 emissions (global) to 16,900 tonnes

### FY24 performance:

**16,871**

FY23: 21,115

### 2025 target:

12,775 tonnes

### 2024 target:

Reduce Scope 3 emissions (global) to 296,507 tonnes

### FY24 performance:

**273,336**

FY23: 300,114

### 2025 target:

275,752 tonnes

### 2024 target:

65% of fleet zero carbon

### FY24 performance:

**66%**

FY23: 45%

### 2025 target:

80%

### 2024 target:

Reduce waste to landfill at Mitie sites to 50 tonnes

### FY24 performance:

**0 tonnes**

FY23: 2 tonnes

### 2025 target:

0 tonnes

## Mitie's alignment with the UN Sustainable Development Goals

We are protecting the environment by eliminating fossil fuel use, improving energy efficiency and transitioning to a low-carbon economy through our Plan Zero initiative.

We aim to:

- Eliminate all Scope 1 emissions (fossil fuels)
- Drive down energy consumption and adopt natural renewable sources for Scope 2 emissions
- Measure, report and influence Scope 3 emissions throughout our value chain



## Our progress

Our groundbreaking Plan Zero initiative continues to set industry standards as we strive to achieve Net Zero direct operational carbon emissions by the end of 2025, with non-operational emissions targeted by 2035. The transition of our fleet to electric vehicles (EVs) is central to this, and positions our EV fleet as one of the largest in the UK. Furthermore, we are enhancing the energy efficiency of our built estate by reducing energy consumption, replacing gas boilers with low-carbon heat pumps, and championing initiatives that embrace circular economy principles and biodiversity.

We are also committed to using 100% renewable energy in our offices, combined with strategic energy management efforts, to reduce carbon emissions and drive energy efficiency. We procure 100% of our power from renewable sources, backed by Renewable Energy Guarantee of Origin (REGO) certificates for all Mitie controlled premises.

Our comprehensive environmental metrics and emissions data demonstrate transparency and accountability. By continually tracking progress against our carbon targets, we remain aligned with our sustainability goals. Our Scope 1 and 2 emissions management focuses on mitigating gas and electricity consumption increases, partly driven by rising building occupancy levels, increased EV charging and recent strategic acquisitions (including those that strengthen our capabilities to provide customers with decarbonisation services). We introduced Scope 3 global reporting in FY23, and continue to enhance our data capture and reporting. FY24 is the second year we have reported both our Scope 3 emissions from our supply chain and total commuting emissions, in line with our verified science-based targets.

We procure  
**100%**  
of our power from  
renewable sources, at  
Mitie-controlled locations

## Our progress continued

## FY24 progress

In FY24, Mitie's Scope 1 and 2 global emissions reduced by 5% to 21,371 tonnes CO<sub>2</sub>e (location based) compared with the prior year.

Inclusive of 4,500 verified emissions reduction carbon credits, our Scope 1 and 2 net emissions reduced to 16,871 tonnes CO<sub>2</sub>e, improving on our FY24 target of 16,900 tonnes CO<sub>2</sub>e.

As a primarily UK-focused business, our UK emissions are the largest contributor, totalling 20,493 tonnes CO<sub>2</sub>e (FY23: 21,115). The 3% improvement on the prior year reflects a 25% reduction in emissions from gas consumption for heating across our estate as we continue to replace fossil-fuelled heating systems with low-carbon heat pumps.

UK emissions from electricity consumption increased by 18% due to the ongoing transition of our fleet to EV. During FY24, we transitioned

a further 1,871 vehicles, resulting in a total of 5,065 EVs in operation as at 31 March 2024 (66% of our fleet) and a further reduction in our Scope 1 emissions originating from fossil fuels.

Despite the expansion in our overall fleet size arising from recent strategic acquisitions (through which 310 fossil fuel vehicles were added in FY24), our pioneering EV fleet plan still aims to transition 80% of the fleet to EVs by the end of FY25, supporting the Climate Group's EV100 initiative.

Scope 3 global emissions reduced by 9% to 273,336 tonnes CO<sub>2</sub>e, nearly 8% under target, reflecting reductions in our suppliers' own carbon emissions.

Our waste reduction initiatives have resulted in zero waste to landfill across the Group since July 2022.



### edie award winners

Following our success at the 2023 edie awards, winning Net Zero Strategy of the Year for our Plan Zero initiative, we won Transport/Fleet Management Project of the Year in 2024. This was awarded for our ambitious EV transition initiative, which targets fleet emissions reduction and aligns with our ambitious Net Zero targets.

The judge commented: "Mitie has made hugely impressive progress against tackling one of the most material areas of sustainability impact for its business, in pursuit of its science-based Net Zero goals. Structured engagement with vehicle manufacturers, to ensure their designs meet the company's specialist needs, is helping to drive forward transformation across the industry."

## Our awards



Company of the Year at the UK Green Business Awards 2024



Net Zero Strategy of the Year at the Energy Management Awards 2023



Project of the Year by a Specialist Contractor at the Construction News Specialists Awards for Custom Solar's Portsmouth Port project



Best Company for Carbon Transition at ESG Investing's Corporate Awards 2023



Best Use of Customer Insight, Silver B2B Marketing Award 2023 for Mitie Plan Zero – Decarbonisation, Delivered™



Industry Collaboration Award with Canary Wharf Group at the 2024 Pro Landscaper Business Awards



# Plan Zero initiatives

## Our electric vehicle transition

We now operate a 66% electric fleet, one of the largest pure electric fleets in the UK. Our 5,000th EV was a Volkswagen ID Buzz, which we launched at our headquarters at The Shard in London.

It will be used by our National Maintenance Network team, playing a crucial role for mobile engineers carrying equipment and travelling between government sites across the capital. Roy McPherson, Operations Manager, Technical Services, said: "My team are enjoying the VW ID Buzz and its comfort and drivability. They are getting anywhere from 238 to 288 miles after a charge, a great addition to our fleet!"

We transitioned a further 1,871 vehicles to EVs in FY24, and are now operating 5,065 EVs across our fleet, with a 93% electric company car fleet. Since we officially launched our first EV as part of our transition in FY20, we have seen Scope 1 emissions from fuel consumption decrease by 31%. Our success in this area enabled us to secure Fleet Management Project of the Year at the 2024 edie awards.



This landmark reflects how far we've come since our EV journey started in 2020, as one of only a handful of British businesses to achieve this success. We look forward to celebrating our next milestone as we gather momentum towards our 80% EV target.

Heidi Thompson  
Group Fleet Manager, Mitie Group



# 66%

of our fleet is now an EV and we have 5,065 in service



## Plan Zero initiatives continued

## Electrifying Gibraltar

Mitie's EV transition is having an impact beyond the UK. Our target is to transition 80% of the vehicles in our fleet, including our overseas operations.

Our team in Gibraltar provides hard and soft services, such as sustainability management, quantity surveys, design teams and technical building inspections, to public sector customers. To support our team, we run the island's largest electric fleet, including 21 EVs (vans and a nine-seater minibus). Many other major organisations in Gibraltar currently have few EVs, so we are leading the way with over 50% of our operational fleet as EV.



## Fuelling our EV transition

We operate an EV First policy, with regard to all new vehicle leases, to transition away from fossil fuels. Through our analysis, all hybrid and alternative-fuelled vehicles were discounted as having no economical or environmental saving benefit compared with EV or the most efficient diesel engine on the market.

Taking a Total Cost of Ownership model, the cost to lease and operate an EV over its five-year lifecycle is slightly more expensive than a traditional fossil-fuelled vehicle. When factoring in lease and fuel costs, reduced maintenance, insurance and residual value, the cost to transition to an EV car is c. 3% higher, and for a large EV van it is c. 5% higher, based on an average of 18,000 miles per year. Given the wider benefits of reducing pollution, demonstrating our commitment to climate change and providing further opportunity to transition our

customers, fleet based on our experience and proof of concept, the ongoing transition of our fleet to EV has been approved by the Board.

Mitie continued to install EV chargers during FY24, bringing our total to over 3,000 at colleagues' homes, Mitie sites and customer locations, supporting our EV transition and increasing access to sustainable transport.

We also support our contract teams with the transition to EVs. In FY24, we held seven EV roadshows and provided EV test drives, answered colleague questions on the EV range and practicalities, and offered trials of a VW ID Buzz demonstrator to encourage our contract teams to support the use of EVs and allay any concerns. More than 80 colleagues attended the roadshows, resulting in over 300 EV van orders.



## A grand launch

Our EV fleet has rapidly expanded since the start of 2024. We welcomed our 4,000th EV in February, and just two months later our 5,000th EV joined the fleet. Transitioning 500 vehicles to EVs per month is an incredible achievement by our dedicated and exceptional fleet team.

We service more than 260 National Grid sites as part of our National Grid contract, and are now using the award-winning EV Volkswagen ID Buzz. Local MP Matt Western, who is Chair of the All-Party Parliamentary Group on EVs, visited National Grid's Warwick headquarters in early 2024 to unveil the Volkswagen ID Buzz. He said: "It was great to have the opportunity to welcome Mitie's 4,000th EV to its fleet."

**Mitie is leading the way with one of the largest EV fleets in the UK. Businesses have a significant role to play in reducing their transport emissions and I encourage all businesses to look at decarbonising their fleets.**

**Matt Western**  
MP and Chair of the All-Party  
Parliamentary Group on EVs

## Plan Zero initiatives continued

## The Mitie estate decarbonisation

Approximately 2% of Mitie's Scope 1 and 2 emissions (direct, operational) originate from the gas and electricity consumption within our estate. To reduce our carbon emissions, we are degasifying the heating systems at our sites to eliminate our reliance on fossil fuels, replacing them with low-carbon solutions.

We now have 16 decarbonised sites, 13% of our estate, with 5 of these completed during FY24. To achieve this decarbonised status, we have been replacing gas boilers with low-carbon heat pumps and installing LED lighting. During FY25 we are targeting three more sites to decarbonise.

### Optimising our way to Net Zero

We also focus efforts on ensuring our buildings are running at optimal levels. Using our in-house expertise around energy efficiency, our Energy Managers explore innovative solutions to create smart, connected workspaces.

By implementing measures such as setting time schedules and selecting energy-saving modes at one of our sites, we can save just under 66 tonnes of CO<sub>2</sub>e as well as over 323,000 kWh, annually.



Mitie joined the Climate Group's initiatives, RE100, EV100 and EPI00, back in 2019. We are proud to say we have already achieved RE100 by procuring 100% of power backed by REGO for sites where Mitie control the energy.



## The farm at The Shard

In 2023, we installed three farm stands in Mitie's HQ office, The Shard, in London. Farm stands are hydroponic (no soil) systems for growing plants and herbs such as kale, basil and oregano.

Installed and maintained by Square Mile Farms, every quarter we complete 11 harvests, engage nearly 160 people, and grow over 32kg of produce – that's around 608 portions. Over this period, the farm stands method has saved nearly 500 litres of water compared with standard growing systems. Many colleagues, customers and visitors have benefited from these stands.



## Annual commuting survey

Mitie's annual commuting survey aims to engage and understand the travel patterns of our 68,000 colleagues. We will be using this information to target sustainable commuting incentives and understand hotspots within our workforce where initiatives would be most impactful. Our commuting emissions intensity reduced by 5% in FY24, to 828kg CO<sub>2</sub>e per colleague, totalling 44,214 tonnes CO<sub>2</sub>e.

## Plan Zero initiatives continued

## Disposing of Mitie's single-use cups

In October 2023, we implemented an initiative to eliminate single-use cups in three of our office cafes, replacing them with porcelain mugs. This reduces office waste by 1.2 tonnes a year – enough to fill about 30 wheelie bins.

We used our in-house expertise in waste, energy, carbon reduction and procurement to remove all single-use cups from our Birmingham, Manchester and Rutherglen offices and eliminate an estimated 7.5 tonnes of CO<sub>2</sub>e annually. We also carried out an office-wide campaign to engage colleagues and encourage use of the new mugs.

We were previously using an estimated 56,000 cups annually between these three offices and have so far avoided buying and using 28,000 single-use cups, eliminating 0.6 tonnes of waste so far. These initiatives are crucial in our efforts to positively impact the planet and our communities.



# 7.5

tonnes of CO<sub>2</sub>e saved annually by replacing single-use coffee cups at Mitie



# 1.2m

tonnes of textile waste ends up in landfill annually. ReWorkwear is Mitie's initiative to eliminate this unsustainable process

## Minimising waste through ReWorkwear

We use circular economy principles to cut emissions and embed sustainability in our procurement decisions. Our efforts in reusing Mitie workwear highlight the potential of this approach.

By analysing our purchasing patterns, we buy over 300,000 workwear garments every year. However, the natural resources required to produce new clothing textiles are not environmentally friendly: one t-shirt demands 700 gallons of water,<sup>1</sup> while producing 1kg of fabric releases up to 23kg<sup>2</sup> of greenhouse gases into the atmosphere due to processing, manufacturing and distribution.

To tackle the challenge, we have developed a workwear reuse scheme. ReWorkwear ensures that good-condition Mitie workwear remains in circulation, minimising waste and reducing our demand for new clothing. Following collection, the workwear is quality checked, laundered and repaired as necessary. Any items not suitable for reuse are recycled.

In FY24, our trial collected 700 garments from Mitie contract teams to assess the impact and viability of the project. So far, 47% of these garments have been reused. We aim to expand this scheme each year to eventually cover 100% of our operations, which would save almost 500 tonnes of CO<sub>2</sub>e annually.

1. It Takes 712 Gallons of Water to Make One T-Shirt – by Shawn Forno, Predict (Medium).

2. Carbon Footprint in Textiles – Create Fashion Brand (CFB).

## Plan Zero initiatives continued

## Reducing consumption in our water-stressed regions

As climate change causes more extreme weather events, people and companies are focusing on better managing water consumption. At our operations in Spain, a water-stressed area, our teams monitor office water use to reduce excessive consumption.

Mitie Spain secured ISO 14001: Environmental Management Standard accreditation in 2003.

Our best-practice water consumption policy covers procedures such as:

- Using dual-flush mechanisms in the bathrooms correctly
- Using minimal amounts of water according to cleaning dosages
- Limiting garden watering to either the start or the end of the day (when water evaporation is at its lowest)
- Disconnecting any irrigation systems on rainy days
- Using dishwashers instead of washing dishes by hand

We report an average annual reduction of 8.6% across our Spanish sites where we can analyse water consumption data.

Other initiatives include introducing floor cleaning machines with ec-H<sub>2</sub>O™ technology, which require less water and can mop up to three times more due to the reduction of emptying and filling cycles.



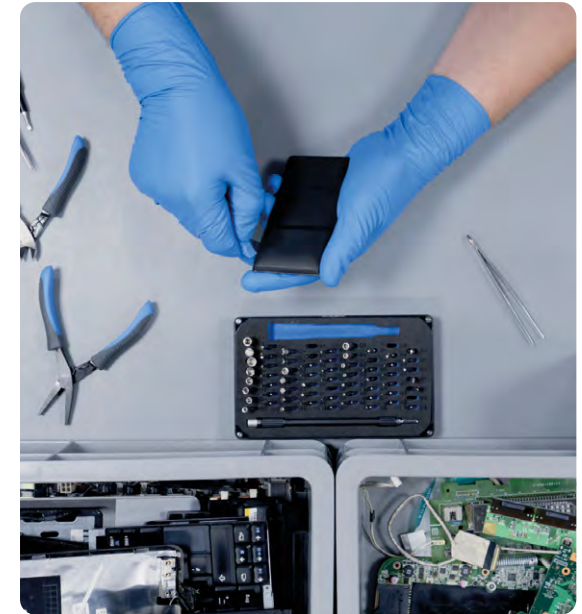
The floor cleaning machines also have an inbuilt system that converts water into electrically charged water, reducing the need for chemicals.

In 2024, our interior cleaning services were certified by the European Ecological Label for 52 Mitie offices and customer sites across the Balearic Islands. Our established mechanisms for improving water consumption, such as using concentrated products, microfibre and washing machines with category A+++, can reduce water consumption by 40%.



**We are deeply committed to water conservation. As climate change leads to more extreme weather events, the importance of managing water consumption has never been greater.**

**Pedro Rojas**  
Technical Director, Mitie Spain



## Encouraging sustainable technology

We invest in mobile technology to ensure that our colleagues are able to deliver their responsibilities in the most efficient way possible. Over 17,000 mobile phones are distributed to colleagues throughout Mitie, which we then collect when they are no longer in use or not fit for purpose. We then return the handsets to our mobile provider, Vodafone, where they are then wiped and either reused, donated or disposed of.

For Mitie laptops and PCs, we work with our provider SCC, which collects, wipes and refurbishes these devices after their three-year lifespan. Items in good condition are repaired, and items graded below a B are stripped down for parts used for refurbishment projects.

# Mitie Plan Zero – Decarbonisation, Delivered™



The UK set a 2030 deadline for a 68% reduction in carbon emissions versus 1990 levels, and it is approaching fast. We are proud to be leading the way.

We are on track to achieve direct operational Net Zero emissions by the end of 2025 – and we are helping customers accelerate their sustainability strategies too. We harness the power of data to reduce energy spend and create efficiencies, with market-leading technology to decrease carbon emissions and optimise energy supply. Strategic infill acquisitions have enabled us to enhance in-house capabilities in high-growth markets, including a leading critical environment project designer and principal contractor, JCA Engineering. It joins a thriving portfolio, including advanced solar photovoltaics (PV) organisation, Custom Solar; EV fleet transition and connection management experts, Rock Power Connections and G2, and biodiverse living walls specialists, Biotecture.

Mitie's decarbonisation-related projects work delivered revenue exceeding £160m in FY24.

In 2024, we surveyed 500 UK-based sustainability decision-makers, with a focus on understanding organisations' carbon-reduction strategies, and the understanding of the reporting legislation and its importance in reaching the UK's 2050 Net Zero target.

Our survey\* found:

**13%**

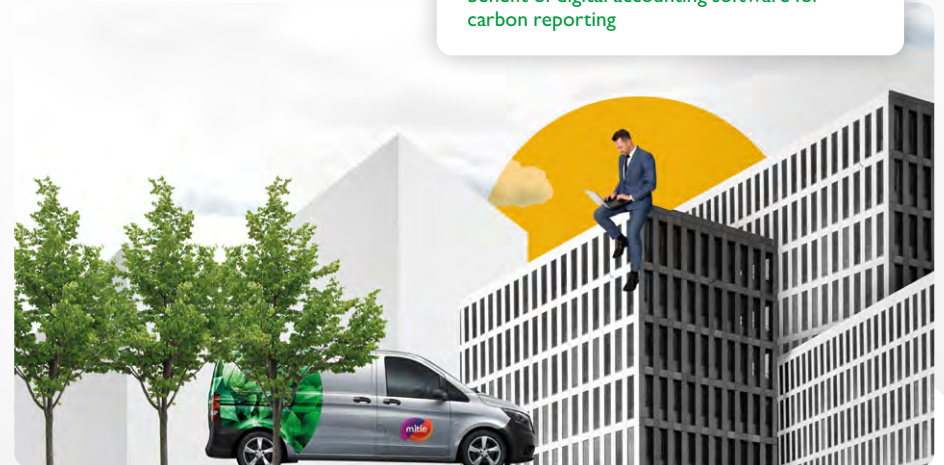
of sustainability decision-makers feel the UK's current approach to carbon reporting works

**54%**

of sustainability data managers feel current reporting requirements are too complex

**95%**

of sustainability decision-makers see the benefit of digital accounting software for carbon reporting



\* Opinion survey of 500 UK sustainability decision-makers in February 2024.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

### Emissions Intelligence

Mitie has developed Emissions Intelligence, a new Net Zero as a Service (NZaaS) offering, to deliver a carbon accounting, reporting and reduction managed service. We have partnered with global technology leader Salesforce to use their market-leading Net Zero Cloud digital platform and enhance it with our in-house decarbonisation expertise and knowhow across buildings, transport, renewable power, circularity and biodiversity. As part of an ongoing managed service, we provide the expertise to collect, process and unify data to the platform, manage compliance and develop carbon reduction programmes for a clear and visible Net Zero transition plan.

Emissions Intelligence supports organisations to navigate the increasingly complex and stringent carbon reporting regulatory landscape and overcome key challenges. It reduces the resource-intensiveness of gathering and processing large quantities of data from different sources and formats and the need for a common platform to drive efficiency in reporting.

Emissions Intelligence presents Scope 1, 2 and 3 emissions and Net Zero roadmaps across multiple dashboards, delivering a dynamic user environment to key stakeholders across an organisation. It unifies data, generates insights and informs decision-making to help accelerate an organisation's path to Net Zero.



Efficient carbon reporting is an absolute necessity for businesses today. Not only is it a catalyst for achieving Net Zero, but it is a 'must have' for customers, colleagues and investors alike. Our Emissions Intelligence service is designed to ease the reporting burden through technology at a time when organisations are faced with ever more stringent regulatory requirements.

**Phil Bentley**  
Chief Executive Officer, Mitie Group



### Supporting our customers' Net Zero journeys

# 93%

energy reduction at Lloyds Banking Group's The Mound building in Edinburgh, where we installed new energy-efficient lighting; by refurbishing existing light pendants, we achieved a carbon avoidance saving of 28,000kg

# 2,000

solar panels installed at Associated British Ports, Southampton, reducing carbon emissions by 235 tonnes every year

# £4,664

annual average energy savings per store at retailer Bravissimo thanks to new energy-efficient lighting

# 50

living walls installed and over 1m plants continuously maintained

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

## First-class energy savings for Royal Mail

In 2022, we launched a project to help Royal Mail Group reach its Net Zero ambitions and reduce energy consumption by at least 15% across the organisation's top 230 energy-consuming sites by 2026.

To cut energy usage, our focus was on no-cost energy-efficiency solutions. We identified two areas for energy optimisation: heating, ventilation and air conditioning (HVAC) and lighting. We carried out on-site energy audits, as well as full reviews of building management systems, enabling us to identify the right energy-saving measures. We have optimised HVAC through adjusting:

- Occupation times
- Calculated optimum start and stop times
- Setpoints
- Sensor offsets
- Manual overrides
- Irregular temperatures at non-core time

In lighting, we enabled the light-dimming capability to supplement natural lighting. Energy performance is tracked weekly through Mitie's Technical Service Operation Centre. Over two years, our measures saved Royal Mail Group 53.2 GWh – the equivalent to the annual usage of over 3,500 UK homes – and around £5.4m in cost savings.



This programme is a core part of our environment strategy, Steps to Zero, aimed at mitigating our key climate risks and reaching Net Zero by 2040. Mitie's best-practice energy-optimisation expertise, combined with EEVS's critical independent verification role, provides us with a robust commercial model that will ensure significant energy and financial savings across our estate.

**Greg Sage**  
Deputy Director Corporate Affairs & ESG, Royal Mail Group



**£5.4m**  
in energy costs saved in just two years



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

### A healthy habitat

Biodiversity is at the core of the Mitie Landscapes business. In the last year, we have surveyed over 70 sites and assessed over 40 legally protected species.

In 2023, we were awarded a Gold Green Apple award for our collaborative work with NHS Hafan Derwen in Carmarthen. The project entailed designing, installing and managing a mosaic of habitats in and around a new solar power array, to benefit wildlife, staff and visitors. Connecting renewable power and biodiversity, our customer had previously installed a solar PV array on site and wanted to take the project to the next level by including nature recovery.

The final design was a mosaic of habitats, with a meadow beneath and around the solar array. Using existing habitats, there is now scrubland, woodland, a bee bank, traditional orchard and wild wetland areas at the site.

We also included a pollinator-friendly shrub bed in the seating area, and a path that travels through each habitat, allowing visitors to walk through the entire site.

Collaboration with key stakeholders was crucial to this project's success, creating an area where staff, patients and visitors can interact. The NHS team have designed and installed interpretation boards explaining the benefits of all site features to engage and educate all visitors.

The resulting space is calm, relaxing and surrounded by nature, thereby increasing the sense of wellbeing for visitors. Green space and nature has been shown to have a positive impact on recovery times, so this project should benefit its users – humans and insects alike!



### Nature partnerships

Mitie Landscapes works with environmental charities to share best practice and accelerate biodiversity progress. In June 2023, we collaborated with the Royal Entomological Society, Plantlife and the Bumble Conservation Trust to deliver our annual Environmental Conference.

Guest speakers joined us from each environmental charity, delivering key messages, including how nature-based solutions are intrinsic to achieving Net Zero and how our customers can achieve it for their estates. Lloyds Banking Group, our largest private sector customer, joined us at the conference to outline its nature-positive initiative. We are helping Lloyds Banking Group deliver landscape enhancements for biodiversity and long-term management plans to enhance its landscapes.

### Nature through photos

In November 2023, we launched an initiative with the Royal Entomological Society (RES), a touring photographic exhibition developed from the RES Annual Photography Competition. Twelve large images were curated, complete with interpretation panels that we installed in collaboration with Lloyds Banking Group. Each image's interpretation panel tells a story of life within habitats found on our customers' properties, underlining the importance of those habitats to our ecosystems and raising awareness of the importance of supporting insects within our landscapes.

The exhibition was hosted at four of Lloyds Banking Group's offices and will continue its tour throughout 2024. Over 900 people attended this exhibition, with over 500 actively engaged and 164 recording personal pledges for nature.



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

## Mitie partners with Network Rail to tackle waste at Euston Station

At Mitie, using our resource-not-waste philosophy aims to eliminate it before it is even created by viewing waste as a resource.

In 2022, Network Rail asked us to explore the possibility of creating an on-site recycling centre at Euston Station, London, to increase recycling rates, reduce carbon emissions and cut costs.

London Euston produces the most waste of any managed train station in the UK, with around 138 tonnes each month. Using data from sources, such as our Waste Management Information System, we identified significant volumes of recyclables that were included in Euston's general waste, including paper, cans, glass and plastics.

We aimed to encourage correct waste disposal by engaging with Network Rail and Euston's tenants and retailers. Following a detailed cost-benefit analysis, we recommended Euston Station trial a modular mini Materials Recycling Facility (mini MRF), using a 'tracker sack' system for all retailers at the station.

This process generates rebates from the supplier, which offsets the costs of operating the mini MRF, which involves the following steps:

- We collect barcoded bags full of recyclable waste, which are scanned and weighed
- The waste type and weight is then allocated to that bag/retailer, allowing accurate monitoring of waste, recycling rates, and disposal charges
- The waste then goes to our sorting station, where our team segregates the waste and bails it into cubes
- The segregated waste is sent to be recycled

Since October 2023, overall recycling rates at Euston Station have increased from 10% to 81% and collections have decreased by 70%, and it has maintained zero waste to landfill. General waste collections have reduced by 80% to once a week, with an estimated annual saving of 11,242 tonnes CO<sub>2</sub>e, and a forecasted 74% annual reduction in costs.

# 81%

Since October 2023, overall recycling rates at Euston Station have increased from 10% to 81%



General waste collections have reduced by

# 80%



The partnership between Mitie and Network Rail is fantastic and has been for many years. Mitie has worked tirelessly to make this operation come to life and we're seeing the benefits, both financially and efficiently, and our carbon footprint has been reduced.

Gareth Parry,  
Station Manager, Network Rail



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

### Bringing the outside in

Mitie acquired Biotecture in 2022, a living wall specialist with a mission to transform urban landscapes and reconnect people with nature. Biotecture designs, installs and maintains living walls across the UK.

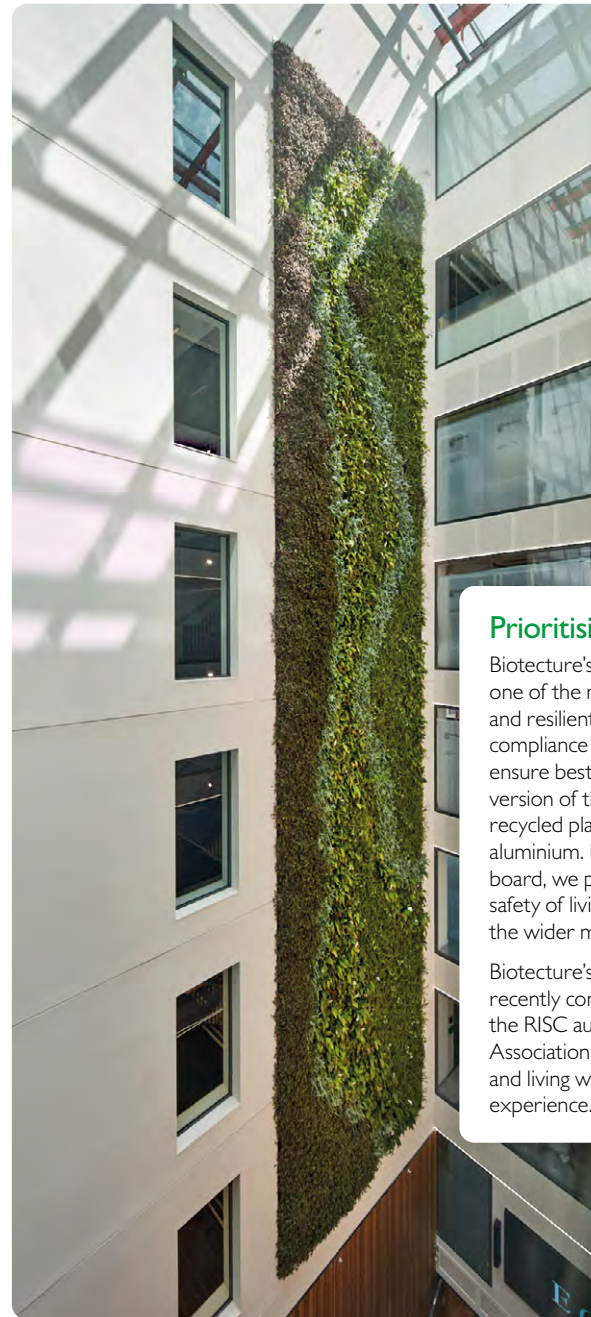
In 2023, Biotecture designed and delivered a 110 square metre living wall in a new commercial office development in Bristol for our customer, Commercial Estates Group (CEG).

The living wall runs vertically through the atrium in the centre of the building, ensuring sufficient natural light for the plants. This positioning also ensures that all occupants can view the wall from their desk, elevating the building's health, wellbeing and sustainability offering, as internal plants reduce stress, improve wellbeing and inspire creativity, in line with the customers' priorities. The planting selection consists of 17 species reflecting the River Avon.



**Biotecture fantastically delivered to our brief of bringing the heart of the building to life, connecting Bristol to the building occupants, while bringing in a sense of nature and calm. We are delighted with the installation.**

Chris Rae,  
Development Manager, CEG



### Prioritising fire safety

Biotecture's BioPanel green wall system is one of the most technologically advanced and resilient on the market. To ensure compliance with changing regulations, and ensure best practice, we are developing a version of the BioPanel which replaces the recycled plastic shell with non-combustible aluminium. By also using an 'A' rated backing board, we provide reassurance on the safety of living walls to our customers and the wider market.

Biotecture's co-founder, Richard Sabin, recently contributed to new guidance from the RISC authority and Fire Protection Association on risk reduction from green and living walls, sharing our expertise and experience.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

## Decarbonising the building industry

**In May 2023, Forterra Building Products launched the largest and most efficient brick factory in Europe. To meet Forterra’s ambitious carbon-reduction goals, Forterra asked us to develop a bespoke solar PV solution.**

Forterra produces a range of building products, from bricks to engineered stormwater systems, and aims to produce 180m bricks annually – enough to build 24,000 homes – at its brick factory in Leicestershire.

The company also has an ambitious sustainability goal: to minimise the environmental impact of brick production, it has embedded a target to reduce the carbon emitted per brick by 25%.

To help Forterra achieve its target, our subsidiary, Custom Solar, designed an award-winning bespoke solar PV system consisting of 7,000 PV modules and 21 inverters. The benefits are clear: the new solar PV system generates nearly 2.5m kWh annually, providing 14% of the site’s annual electricity demand and reducing emissions by over 430 tonnes annually.

The project has won industry recognition, securing the TELCA 2023 award for Best Low Carbon Solution.

Due to high moisture content from production, we designed the roof construction from cement-fibre panels and used a hangar-bolt system to support the PV modules. To ensure that materials

were sourced through certified routes, we developed a robust assessment of our solar PV supply chain. Prioritising safe installation and ongoing maintenance, we installed 620 metres of permanent handrail on the perimeter, 1.25km of permanent non-slip walkways and 180 square metres of temporary walk-boards.



**We had a very specific remit for a solar PV system at our new facility. From initial designs and proposals through to mobilisation and handover, Custom Solar worked with Forterra to deliver a system fit for our future needs.**

**George Stewart**  
Strategic Projects Director,  
Forterra Building Products



**2.5m**  
kWh generated annually  
by our bespoke solar  
PV solution

Providing  
**14%**  
of the site’s electricity  
supply annually

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

### Investing in nature innovations

Due to an increased focus on nature since COP27, the world is realising that the climate crisis and biodiversity are inextricably linked. We are developing innovative solutions to support our customers through every stage of their biodiversity journey.

#### Satellite scans and AI

With new legislation placing more importance on biodiversity reporting, we are developing technology to enable our customers to identify high-potential sites for improving biodiversity, using artificial intelligence (AI) to analyse real-time, satellite-scanned data. This data enables a better understanding of vegetation, soil, geolocation and topography. Habitat types are identified, such as improved grassland, enabling fast and accurate mapping of properties – we believe it could be two to three weeks quicker than traditional methods, accelerating our customers' nature recovery programmes.

#### Carbon storage

As part of our Mitie Plan Zero – Decarbonisation, Delivered™ services, we are starting to measure carbon storage capacity for our customers' landscapes, and will then design measures to increase carbon storage capacity through installing habitats, such as peatland, water bodies and hedges. We are developing a proof of concept and hope to launch in FY25, accelerating our customers' race to zero.



#### Green Planet Design

Through our new Green Planet Design service launched in FY24, we offer customers a full suite of nature-positive services to increase biodiversity, support endangered species and restore habitats, as well as reduce carbon emissions. These habitats can also directly benefit communities through an increase in the quality of our landscapes, enabling people to enjoy the sounds and sights of nature, in micro-climates created by more natural landscapes.

Over five months since the Green Planet Design launch, we surveyed nearly 2m square metres of our customers' land, making c. 80 biodiversity recommendations and addressing c. 20 ecosystem services.

#### Green Planet Design in action

DEFRA used our new Green Planet Design service to support wider Greening Government commitments, such as protecting and enhancing pollinator-friendly habitats and woodland cover. We surveyed over 10,000 square metres of DEFRA property and recommended nearly 40 biodiversity enhancements, including replacing invasive species with native, insect-attracting species, and introducing habitats to support bird species, while researching nine protected species. We measured 17 biodiversity units – the measurement of value used to calculate biodiversity net gain – by evaluating the level of importance of each habitat for biodiversity and the level of presence of each habitat. This is then used to calculate a baseline biodiversity value, for which biodiversity net gain can be calculated after intervention.

### A wild success

In FY24, we worked with a military facility in the UK to understand the native habitats and species present on the property. After surveying 550,000 square metres, we identified this as a very important location for four legally protected wildlife species, including rare bat species, such as the greater horseshoe and Bechstein's, as well as keystone species, such as great crested newts, hazel dormice and osprey.

We worked with our customer to identify opportunities to enhance the site while allowing it to be used for its core purpose – balancing land management for a nature-positive result. Over FY25, we will be delivering 29 biodiversity enhancements to 14 habitats, such as installing ponds and creating spaces that connect disrupted areas, as our designs go from theory to practice, leading to biodiversity net gain.



**14**  
habitats identified for enhancement

**29**  
bespoke biodiversity solutions

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

### Giving assets a new lease of life

Mitie Clear Workspace finds circular solutions for surplus assets. This approach has real impact: over FY24, we saved 373 tonnes of embedded carbon and diverted 227 tonnes of waste from landfill.

Previously known as Waste Match, our solution provides cost-effective and sustainable results, while reducing our customers' disposal and migration costs. For example, last year, we were contracted by a leading consumer goods company to remove all furniture, fixtures and equipment from its campus as it was vacating the property. By prolonging the lifecycle of assets through reusing, reselling or donating over 2,300 items, we enabled savings of £37,000 and eliminated over 133 tonnes of embodied Scope 4 carbon, which captures 'avoided' emissions.

We were also able to connect nearly 300 assets with charities and schools, saving them over £30,000 in costs had they procured the furniture as new. From an environmental perspective, the combined embodied carbon of these assets is over 12 tonnes. They have been retained in the value chain and assist the charities and schools in avoiding GHG emissions themselves.

Along with saving hundreds of tonnes of carbon and waste, Mitie Clear Workspace has enabled the reuse of 8,400 assets, ranging from shipping containers to lab equipment. Over 379 assets have been donated to charities and schools during FY24, including IT monitors, sofas, interactive screens and chairs, with a value of £56,000.



### Biodiverse sensory gardens

Mitie was enlisted to design and install sensory gardens across five sites for the Department for Work and Pensions (DWP), improving biodiversity across its estate and facilitating wellbeing for the users of the premises.

Our Biodiversity teams set to work designing accessible areas for staff and visitors to engage all senses of touch, taste, smell, sight and sound. We created structured and varied habitats for native

wildlife, with both new and enhanced habitats positively impacting on-site biodiversity.

This project ensures that DWP's land supports the wider national and global biodiversity net gain efforts. The spaces that we created also provide the opportunity to think, reflect and relax, which leads to calmer and more productive environments.



## Mitie Plan Zero – Decarbonisation, Delivered<sup>TM</sup> continued

### Providing low-carbon menus to the NHS

Food-related emissions are a major contributor to climate change. Food production, transportation and disposal can cause a significant waste of resources. Food and catering services account for 6% of NHS total emissions, making this area a priority in meeting their Net Zero targets.

Mitie's NHS Contract Catering teams worked with meals provider apetito and our customer, St George's University Hospitals NHS Foundation Trust, to reduce the carbon linked to its menus and support its Net Zero by 2040 target.

We first set a baseline for the carbon footprint of menu options, and then focused on switching from high-emissions ingredients such as red meat, to low-emissions items such as white fish and vegan options. Patient menus have been refined in partnership with dietitians, ensuring that they meet British Dietetic Association standards, with gluten-free, easy-to-chew, low-fat and low-sodium options always available.

Our reduced-carbon menus are an industry first for the NHS, reducing food-related emissions by 11% and saving up to 23 tonnes of CO<sub>2</sub>e every year, for no extra cost.

According to Annu Sharma, Head of Dietetics and Patient Catering Development for Mitie's Healthcare division: "Crucial in achieving reductions was avoiding any negative impact on patient choice and nutritional value – something we work diligently to provide. In addition to dietary coding, every menu provided to the

patients now includes information about the nutritional benefits of some ingredients, as well as their carbon footprint, to help patients make informed choices that are both nutritious and environmentally friendly."

All meals are ordered through Mitie's specialist patient catering app. This ensures that food orders are accurate and fewer meals are wasted. Any food waste is sent to anaerobic digestion plants, where it is transformed into compost for gardens and farms, as well as biogas to heat homes and businesses.



**From the origin of ingredients to how meals are prepared, the food we eat has an impact on the environment. Combating climate change is a priority for both Mitie and the NHS, so we're pleased to be working with our suppliers to help St George's University Hospitals NHS Foundation Trust cut its carbon emissions.**

Alice Woodwark  
Managing Director, Communities, Mitie



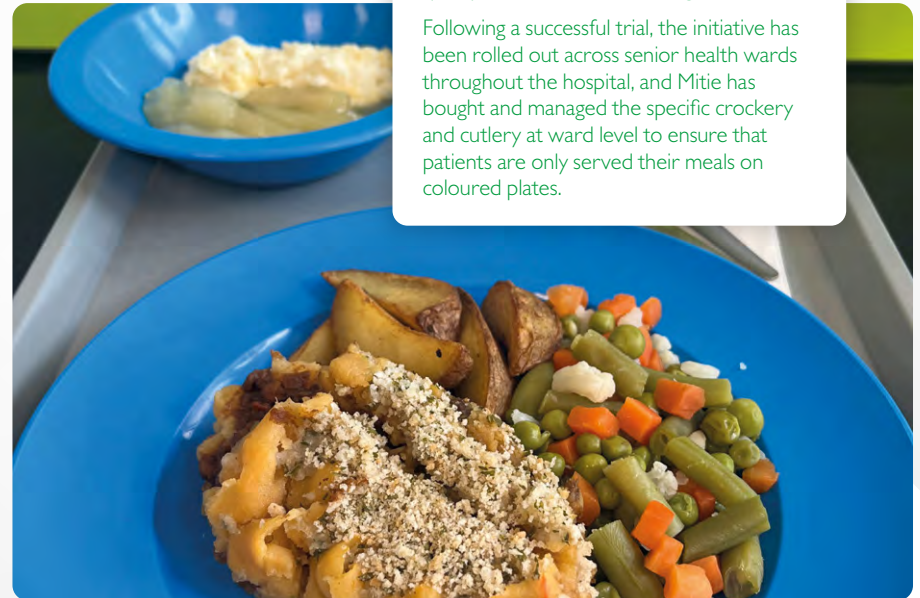
### Supporting dementia sufferers with nutrition

We are supporting a new initiative at St George's University Hospitals NHS Foundation Trust aimed at helping nutrition for dementia sufferers, while cutting food waste and emissions.

Dementia sufferers can face significant challenges when it comes to eating, often tied to visual perception, and malnutrition and weight loss is a major challenge.

Visual contrast plates, designed with high-contrast colours, can increase food intake among individuals with dementia by enhancing their visual perception and recognition of food and drink. This approach can enhance these patients' nutritional status and improve their cognitive function and quality of life, all while reducing food waste.

Following a successful trial, the initiative has been rolled out across senior health wards throughout the hospital, and Mitie has bought and managed the specific crockery and cutlery at ward level to ensure that patients are only served their meals on coloured plates.





# Responsible supply chain

We manage a responsible supply chain that is engaged in the creation of positive social impacts across all areas of the business.

## In this section

- 33 Our progress
- 35 Creating a responsible supply chain
- 36 Supplier engagement
- 37 Sustainable supply chain



Find out more about our progress against our social value targets

## Progress against our targets in FY24

### 2024 target:

Increase spend with VCSEs to £2m

### FY24 performance:

**£3.4m**

FY23: £2.3m

### 2025 target:

£2.2m

### 2024 target:

Increase % spend with SMEs to 32%

### FY24 performance:

**48%**

FY23: 46%

### 2025 target:

33%

### 2024 target:

Increase % of spend on Supplier Management Framework to 39%

### FY24 performance:

**54%**

FY23: 40%

### 2025 target:

40%

## Mitie's alignment with the UN Sustainable Development Goals

- Create a responsible supply chain that supports social enterprise and local delivery, and adopts a circular economy to reduce consumption and waste
- Promote safe and fair working conditions, including the responsible management of environmental and social issues within the supply chain, incorporating human rights, modern slavery and labour standards
- Sustainability is a fundamental measure in supplier engagement and delivers long-term value beyond cost savings





# Our progress

In FY24, we completed a three-year supply chain transformation programme, which included the following initiatives:

- Deploying the Coupa digital supplier platform to enhance our procurement and supply chain processes. The platform serves as a single source for supplier data and management information, enabling us to achieve greater due diligence and operational benefit
- Introducing comprehensive new Group Procurement and Purchasing Card Policies
- Completing a recruitment programme to build breadth and depth across all Category Sourcing team
- Developing a robust suite of reporting dashboards to provide valuable insights across the supply chain

As a result of these initiatives, we have:

- Reduced the supplier base by almost 50% to c.8,000 suppliers
- Delivered benefits to the Group exceeding £160m, while effectively managing periods of supply chain disruption and high inflation

During the year, we set up a new Procurement Centre of Excellence to oversee procurement systems management, governance, risk and compliance, and client bid and mobilisation support.

We launched a new Preferred Supplier List (PSL) optimisation initiative, focused on minimising cost and risk across the supply chains deployed on behalf of Mitie's growing customer base and ensuring that we continue to effectively leverage our scale.

To support this initiative, we have revised and relaunched the Supplier Management Programme that all Preferred Suppliers will be inducted on to over the coming year, focusing on areas such as collaboration, operational performance, ESG, human rights, modern slavery, and QHSE.

Social value return on investment

## £227m (SME)

This figure comprises our social return on investment, calculated from Mitie's spend with SMEs during FY24

[+ Find out more about how we calculated this on page 54](#)

Social value return on investment

## £2m (VCSE)

This figure comprises our social return on investment, calculated from Mitie's spend with Voluntary, Community, and Social Enterprises (VCSEs) during FY24

[+ Find out more about how we calculated this on page 54](#)

# £160m+

of benefits delivered to the Group through automation, operational savings and greater transparency



## Our progress continued

### FY24 progress

Our targets ensure that Mitie's supply chain is diverse, ensuring capacity and capability. Mitie exceeded all three of its FY24 Responsible Supply Chain targets. We continue to work with Social Enterprise UK (SEUK), which supports Mitie in exploring social enterprises to collaborate with internally and through our contracts. In FY24, we spent £3.3m with voluntary, community and social enterprises (VCSEs), 46% higher than our target of £2.3m.

Our spend with small and medium enterprises (SMEs) continues to increase, with nearly 48% of our total spend in FY24 with SMEs compared with our target of 32%. Over 50% of Mitie's contracts now sit within the public sector, and our focus on spending with and supporting a diverse range of suppliers, specifically within the SME category, is driving our performance.

In FY24, we spent nearly 54% of our total procurement spend with suppliers in our Supplier Management Framework (SMF). This framework includes over 550 strategic, preferred suppliers that align with our environmental and social goals and with whom we have developed collaborative relationships. We regularly engage with these suppliers, and score them on metrics, including social value and ethics, along with quality and cost. We also request details on their carbon reduction plans and monitor their performance against commitments and targets. We aim to continuously increase the number of suppliers under our SMF.

We are proud of the diversity across our supply chain and continue to engage with Minority Supplier Development UK (MSDUK) to increase our access to minority-owned suppliers, ensuring a diverse supplier pool.



### Our awards



Financial Transformation Award at the Coupa Spendsetter Awards 2024 for Mitie and our Chief Procurement Officer, Shaun Carroll



Digital Project of the Year at the Digital Technology Leaders Awards 2024, for Mitie's digital supplier platform, Coupa



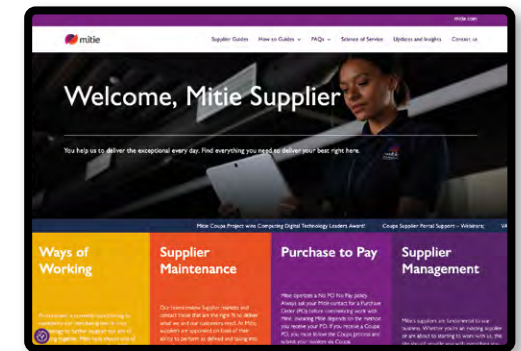
### Digital Supplier Platform

Mitie's Digital Supplier Platform (DSP), Coupa, is optimising processes and unlocking savings through streamlined operations and enhanced visibility. The successful deployment of Coupa has automated 99% of procurement processes, significantly reducing manual effort. Since inception, 500,000 purchase orders, worth over £1bn, have been processed, with 98% touchless electronic invoicing. Consolidating the number of suppliers from 15,000 to 8,000, Coupa ensures best value and has generated double the expected savings, greatly benefiting Mitie's bottom line. The platform has eliminated paper waste and saved 54 trees by channelling 99% of purchase orders electronically. Mitie's investment in Coupa is revolutionising its procurement and supply chain management through advanced technology, leading to a more efficient and robust process that generates process efficiencies, improves supplier data management, and streamlines operations.

### Centre of Excellence

Our supplier onboarding process requires that all new suppliers adhere to our ethical business practices, which are available on Mitiesuppliers.com. Suppliers must confirm agreement and compliance to our standards during tender and onboarding stages. Our on-site contractors are required to hold Alcumus accreditation, which includes review of their health and safety compliance, insurances, financial assurance and industry best practice, including environmental, GDPR, and modern slavery and right to work, as just some of the corporate social responsibility topics that are verified.

No supplier can be issued a purchase order from Coupa until onboarding checks are completed. The ongoing health/risk of suppliers is also monitored via external data feeds. These include supplier financial health, compliance, screening lists and news sentiment.



# Creating a responsible supply chain

At Mitie, we believe that procurement is more than just acquiring goods and services – it’s about fostering sustainability and responsibility throughout our supply chain. Our SMF is thoughtfully designed to maintain ESG principles, ensuring a responsible and ethical supply chain.

Our SMF provides a structured mechanism for performance review and action plan creation. By utilising Coupa, we ensure a consistent, structured process for supplier evaluation and management. The SMF Supplier Evaluation Form captures supplier performance across five value dimensions in a 5-star rating system.

Senior procurement staff manage Preferred Supplier List (PSL) suppliers, evaluate performance using a balanced scorecard, and incorporate feedback from business stakeholders. This structured approach ensures that our suppliers not only meet but exceed our ESG and responsible supply chain expectations.

Our SMF strategy is not just about managing suppliers; it is about establishing partnerships that drive sustainable value. Through collaboration, rigorous performance evaluation, and continuous improvement, we are committed to leading the way in ethical and responsible supply chain management.

## Our SMF strategic objectives

### 1. Working together

Build collaboration and take action to improve together

Our commitment to ESG begins with fostering robust collaboration with our suppliers. By defining key personnel and points of escalation, we establish clear communication channels that facilitate positive working relationships at all levels. This collaborative approach ensures that suppliers are not only aware of our ESG goals, but are also active participants in achieving them.

- **Communication:** Ensuring all stakeholders are aligned on ESG objectives
- **Problem resolution:** Timely availability of supplier management information (MI) and swift processing of requests bolster compliance with ESG standards
- **Compliance:** Regular updates and maintenance to uphold high ESG standards

### 2. Delivery rating – operational performance

Optimise service: ‘On Time Every Time’

Operational excellence is integral to our ESG commitments. By continuously monitoring and evaluating supplier performance against KPIs, we ensure that our suppliers deliver high-quality services consistently.

- **Contract performance:** Regular MI reviews to confirm suppliers meet service KPIs, supporting operational reliability and sustainability
- **Problem resolution:** Swift response to ensure that any issues are resolved promptly, with remedial action taken to maintain service integrity

### 3. Value for money – total cost of ownership competitiveness

Optimise total cost of ownership, delivering value for Mitie and our clients

Our focus on total cost of ownership goes together with our sustainability goals. By evaluating cost-efficiency alongside environmental impact, we strive to deliver value sustainably.

- **Contract performance:** MI reviews to verify cost and price KPIs, ensuring economic sustainability
- **Cost reduction:** Identifying, evaluating, and realising cost-saving initiatives, incorporating environmental and social impacts

### 4. Ethical and responsible supply (ESG)

Meeting social value targets for an ethical and responsible supply chain

We are truly committed to integrating ethical practices and social value into our supply chain. This commitment is reflected in our rigorous supplier evaluations and continuous monitoring.

- **Supplier sustainability:** MI reviews to assess compliance with ESG KPIs, ensuring that our suppliers uphold our ESG standards
- **Environmental impact:** Implementing plans to reduce environmental footprints, such as reducing the number of deliveries, waste reduction, packaging optimisation, and prioritising reusability, repairability and recyclability. Comprehensive reporting on carbon footprint and proactive measures to mitigate it are key components of our strategy

### 5. Quality and safety (QHSE)

Proactively manage quality and safety and drive continuous improvement

QHSE performance is critical to our responsible supply chain management. We ensure our suppliers adhere to stringent QHSE standards through continuous assessment and improvement.

- **Contract performance:** Regular MI reviews to ensure suppliers meet QHSE KPIs, fostering a safe and healthy supply chain
- **Problem resolution:** Swift response and resolution of any findings to maintain high standards of quality and safety

# Supplier engagement

Mitie is one of 30 members of SEUK's Buy Social Corporate Challenge, which aims to collectively spend £1bn with social enterprises by 2026. During FY24, we hosted an SEUK Buy Social quarterly partner meeting in The Shard, London, to discuss progress and strategy around embedding social enterprises within supply chains. Other members of the challenge attended, along with Mitie's senior leaders and sales teams.

To better understand where our suppliers are on their ESG journeys, we developed a Supplier ESG Health Check in FY24, with questions around CDP and SBTi engagement, environmental and social targets, and performance against them. We will circulate the Health Check in FY25 and then use findings to collaborate with suppliers to help them improve their decarbonisation processes and other sustainability initiatives.

## Sustainability in our supply chain

We aim to make it easy for suppliers to collaborate with us and provide our suppliers with information and support via Mitiesuppliers.com. During FY24, we doubled the number of interactions of suppliers accessing the platform, up from 40,000 in FY23, which includes resources such as supplier guides for onboarding. Every supplier must commit to requirements in our onboarding system and comply with our Social Value Policy, which outlines expected behaviours from our suppliers, including our zero tolerance for discrimination and modern slavery, and ensures alignment with sustainable practices, such as reducing plastic.

Through Mitie's partnership with the Supply Chain Sustainability School (SCSS), we gain access to relevant learning resources and materials, and are building sustainability expertise and practices within our organisation, throughout our supply chain and to the wider industry. To supplement our supply chain engagement, we are developing a system to ensure that our suppliers undertake certain sustainability modules and attend workshops, ensuring that their key ESG priorities align with our own. We jointly deliver support and training with the SCSS, including a conference event on 'Buildings for People and Planet'. These sessions are available internally to our colleagues, and externally to all of the SCSS's partners and members.

## Supply chain emissions

Due to improved and more accurate data capturing, our FY24 supply chain emissions reduced to 215,353 tonnes (validated by Optera) – 12% lower than FY23.

As part of our continuous data improvement, in FY24 we initiated a hybrid approach to data collection, instead of simply using the average spend method. Our hybrid approach uses both public information from our suppliers, and the environmentally extended input-output (EEIO) spend data method, which uses product and service categories with attributed carbon values per dollar, which we then convert to sterling. All supplier data must be publicly available through annual reports to be valid for our calculations and verification process.

- We used 60% of our strategic supplier spend to gather publicly available emissions and revenue data from 215 suppliers: 40 of our suppliers report their data publicly. Using our suppliers' revenue and Mitie spend, we analysed the portion of our suppliers' emissions related to Mitie for FY24
- The remaining emissions from 175 suppliers were calculated using the EEIO model

We also engage with our supply chain on decarbonisation through our annual carbon questionnaire, which we use to identify collaboration opportunities.



# Sustainable supply chain



## Increasing green supplier spend

Banner is Mitie's primary stationery supplier and provides us with a range of items, from books and binders to ink and labels. We have been collaborating with Banner to buy more 'green products' and those made sustainably, such as using recycled paper, which reduces both water and the need for trees to be cut down. In FY24, we increased our spend on green products with Banner by 17% to 28%.

## Serious about sustainability

In December 2023, we introduced sustainability-led social enterprise Serious Tissues into our product range at customer sites. Its range of paper products, including toilet roll and hand towels, are made in the UK to reduce carbon emissions, using post-consumer waste-recycled paper, and are plastic-free.

Serious aims to have maximum environmental impact with their products, and plant trees and collect ocean plastic with every sale. It has planted over 1.2m trees in the UK and around the world, tracked through an interactive dashboard showing survival rates and carbon capture. Over the first four months of working with Serious to April 2024, we have funded the planting of nearly 170 trees through purchasing its carbon-neutral toilet roll. The Serious and Mitie partnership is projected to plant thousands of trees in 2024.

Serious has a social impact too, alleviating poverty in some of the world's poorest areas, with people employed to plant trees and collect plastic. The Serious and Mitie partnership is projected to plant thousands of trees in 2024 as we expand our use of Serious products.



## Hey Girls

Mitie works with Hey Girls, a period product social enterprise, and the only social enterprise that donates 100% of profit to funding the eradication of period poverty and on lobbying for period dignity across the UK, donating products with every purchase.

During FY24, we partnered with Hey Girls and London Heathrow Airport's (LHR) gender equality network, giving its employees access to free, environmentally friendly period products. After a successful pilot project, Mitie has installed Hey Girls dispensers throughout LHR free of charge, and spent over £217,000 with Hey Girls, supporting the provision of period products at LHR and funding the donation of period products for local community partners, such as homeless shelters and women's refuges.



This fantastic partnership will have an incredible impact on the lives of airport staff and nearby residents. Partnerships like this not only help support employees through these tough economic times, but also have a direct benefit to vulnerable people in the area.

Daisy Williams  
Partnerships and Contracts Manager,  
Universities & Colleges, Hey Girls



## Sustainable supply chain continued

## Sustainable paper use

One of Mitie's biggest challenges within our estate is purchasing washroom paper, and part of our Plan Zero focus is to eradicate non-sustainable waste. We aim to use suppliers that are committed to sustainability and match our own Plan Zero ambitions.

Both of our top paper manufacturer suppliers have a Platinum EcoVadis rating. This is the highest standard, placing them in the top 1% of all companies measured.

While we transition to a solution that removes the requirement for paper, we are increasing the amount we buy through our primary paper manufacturer Metsä, which supplies us with toilet tissue and hand towels.

Metsä produces products from responsibly managed forests, supporting our decarbonisation ambitions. For every cut tree, four trees are planted, meaning Metsä delivers over 30m seedlings annually to forest owners in Finland. Globally, only 11% of forests receive certification compared with 89% of Metsä's forests. The products Metsä produces emit 20% less CO<sub>2</sub>e compared with recycled products.



Our second-largest paper manufacturer supplier, Essity, is also aligned with Mitie's sustainability priorities. Essity launched its carbon-neutral hand towel dispensers in 2024, and we have so far bought 8,155. They are manufactured in carbon-neutral factories, reducing Mitie's Scope 3 emissions by 3 tonnes to date. These dispensers are produced using renewable energy, such as solar and wind, and Essity offsets other emissions through investing in carbon credit projects, including forest protection, and plastic recovery projects.



## Reducing plastic at customer sites

We are introducing sustainable soap dispensers by SC Johnson Professional into customer sites. Each Proline Wave dispenser is made from the equivalent of 16 500ml recovered coastal plastic bottles: the recycled plastic collected on land within 31 miles of an ocean, preventing it from reaching oceans or landfill, in countries with high volumes of uncollected plastic waste. We bought nearly 1,300 Proline Wave dispensers in FY24, recovering more than 20,200 500ml plastic bottles, preventing them from damaging our coasts and ocean ecosystems.

## Sustainable supply chain continued

## Embedding sustainable choices within our supply chain

Scope 3 indirect emissions, which are out of our control, are a complex challenge to measure and manage. However, supplier engagement helps us reduce these emissions: our initiatives with our partner Bunzl have cut our CO<sub>2</sub>e emissions by almost a quarter over five years, contributing to a 24% reduction in carbon intensity to 9.7kg of CO<sub>2</sub>e per £1,000 we spend with Bunzl.

Bunzl is a key Mitie supplier, and its focus on sustainability means that it is our primary distributor for cleaning consumables, supplying items from bin bags to hand towels. Bunzl prioritises sustainability throughout its operations, providing products across multiple ranges with a low environmental impact.

We have collaborated with Bunzl for many years to drive down our environmental footprint, utilising Bunzl's Sustainable Solutions – Carbon Forecast reporting tools to analyse our data and drive usage towards products that maximise our sustainability impact. For example, our analysis of our purchasing patterns shows that we buy 5,000 floor cleaning pads each year, which generates significant volumes of plastic waste. In November 2023, we switched to an alternative floor pad made from 100% post-consumer recycled PET fibre from Bunzl.

This will avoid more than 1 tonne of virgin plastic entering the supply chain each year – equivalent to 116,000 of 500ml plastic drinking bottles.

Our partnership with Bunzl shows the importance of data as a tool to identify reduction opportunities. We buy bin bags in high volumes: 80% of the bin bags that we buy are made from recycled content and we want to increase this to 100%. We have also increased our minimum order value, which has reduced the number of overall deliveries and cut associated transport emissions by 84 tonnes in just 12 months.

Bunzl adopts best practice in sustainability and carbon tracking and has developed an independently assured system called the Sustainable Solutions – Product Award, which recognises each of its products as having a Bronze, Silver or Gold sustainability status. We procure over 2,500 different products from Bunzl, with over 67% in the Gold and Silver categories, and we expect this to climb in FY25 as we make more product switches and increase the number of sustainable products in our range.

# 24%

reduction in carbon intensity to 9.7kg of CO<sub>2</sub>e per £1,000 we spend with Bunzl

# 100%

In November 2023, we switched to an alternative floor pad made from 100% post-consumer recycled PET fibre



VALIDATED

• PRODUCT CONTAINS A MINIMUM OF 70% RECYCLED CONTENT  
UL.COM/ECV



# 1 tonne

of virgin plastic avoided from entering the supply chain each year – equivalent to 116,000 500ml plastic drinking bottles

## Sustainable supply chain continued

## Responsible and ethical supply chain

Mitie has a unique position to influence and mitigate modern slavery risks within the sphere of operations. The inextricable link between global socio-economic challenges, uncertainty and climate change has increased the vulnerability and risk of exploitation and modern slavery, which is only set to grow.

Mitie has worked diligently and collaborated with key stakeholders to better understand and mitigate modern slavery risks across our operations and supply chain, to make progress on the issue.

### Organisational structure and supply chains

Mitie predominantly works in the UK and aims to self-deliver the majority of our services through directly employed staff. However, we are reliant on an extensive supply chain for materials and labour. We commit to respect and protect the human rights of our colleagues, business partners and suppliers.

### Policies in relation to slavery and human trafficking

We adhere to Section 54 of the Modern Slavery Act 2015 and publish a Modern Slavery Statement on our website, alongside our People, Procurement and Ethical Business Policies. Our policies are the foundations of the Mitie Integrated Management System, which combines all aspects of our processes, procedures and standards into one smart system.

[+ See our Modern Slavery Statement at mitie.com/legal/modern-slavery-act/](https://mitie.com/legal/modern-slavery-act/)

### Risk assessment and management

We assess our supply chain based on risk for potential areas of non-compliance regarding human rights, modern slavery and human trafficking. Where identified, we carry out an audit, which will include a focus on compliance with employment as well as other regulatory and sustainability criteria.

### Key performance indicators

We are developing new KPIs to report our progress against tackling the impacts of modern slavery. These include: the percentage of relevant suppliers with published statements; the percentage of suppliers attending awareness-raising events; the percentage of the workforce undertaking training sessions; the percentage of key spend with supply chain map; the percentage of Tier 1 suppliers undergoing full audit; and the percentage of the supply chain with grievance mechanism.

### Training on modern slavery

Training is targeted to specific groups within the business, such as Legal, Procurement and Contract teams. Awareness programmes are available to all colleagues across the business through the development of our training platform 'Action Now', and our partnership with the Supply Chain Sustainability School.

### Social value return on investment

**£230,000**

This figure comprises our social return on investment, calculated from time spent training and influencing stakeholders on modern slavery during FY24

[+ Find out more about how we calculated this on page 54](#)



**87%**

score on the Government's Modern Slavery Assessment Tool (MSAT)





# People

Our vision is to be the destination employer in our industry, creating a 'Great Place to Work', and a truly inclusive culture where our people are supported to achieve their full potential.

## In this section

- 42 Our progress
- 44 Developing our talent
- 48 Attract and retain a diverse workforce
- 51 Employee engagement



Find out more about our progress against our social value targets

## Progress against our targets in FY24

### 2024 target:

Maintain paying 100% of employees, where Mitie controls salary, a Real Living Wage

### FY24 performance:

# 100%

FY23: 100%

### 2024 target:

Increase % of employees through apprenticeship scheme to 4.3%

### FY24 performance:

# 4.5%

FY23: 3.5%

### 2024 target:

Increase % of women on the senior leadership team to 35%

### FY24 performance:

# 32%

FY23: 28%

### 2024 target:

Increase % of racially diverse colleagues on the senior leadership team to 10%

### FY24 performance:

# 15%

FY23: 10%

### 2025 target:

100%

### 2025 target:

5%

### 2025 target:

40%

### 2025 target:

20%

## Mitie's alignment with the UN Sustainable Development Goals

- Develop talent through skills-based learning strategy for all to create and retain quality jobs
- Create a 'Great Place to Work' by attracting and retaining a diverse workforce and fostering a truly inclusive culture where everyone can bring their true selves to work
- Embed sustainability and social value learning and awareness, founding the culture and knowledge across the business and wider value chain



## Our progress

**Our vision is to be the destination employer in our industry, leading in how we treat our colleagues and supporting the communities we serve. We set ambitious targets to ensure that we continue to strive for diversity across our workforce, our colleagues receive a fair wage and market-leading benefits for the work they do, and we promote learning and development opportunities, including through apprenticeships.**

We are one of the UK's largest employers, with 68,000 colleagues deployed across the UK. We work with many leading national and global organisations, and our colleagues all play a vital role, not only in our success, but that of our customers. They also make a significant contribution to the UK economy and help to keep the country running day-to-day.

We know that our people give their best when we show that we care, and we put the safety and wellbeing of our colleagues at the forefront of everything we do. We are proud to be a company that actively listens, takes action and celebrates diversity and we strive to be a 'Great Place to Work' for all.

We also take career development seriously and we are committed to ensuring that all colleagues have the support they need to progress at Mitie. Developing skills for the future is something we are passionate about, both for Mitie's growth and for wider society. As our colleagues develop, and our business grows, we are dedicated to recognising and rewarding everyone for a job well done.

Social value return on investment

**£42.7m**

This figure comprises our social return on investment, calculated from delivering apprenticeship training to 1,200 apprentices during FY24

**+** Find out more about how we calculated this on page 54



## Our progress continued

### FY24 progress

In FY24, we continued to progress on all our people-related targets: we achieved our in-year targets for Real Living Wage (100%), exceeded targets for diversity with 15% racially diverse colleagues on Mitie's senior leadership team, and 4.5% of our colleagues completed apprenticeship schemes.

We have also increased the proportion of women on our senior leadership team to 32% (FY23: 28%), nearing our FY24 target of 35%. We continue to promote gender diversity and focus on increasing the representation of women in senior roles across Mitie and supporting their ongoing career progression, working towards our target of 40% women on Mitie's senior leadership team by FY25.

Our employee attrition reduced to 13% during FY24 (FY23: 19%), reflecting our ongoing commitment to creating a 'Great Place to Work' at Mitie. We also ran our annual colleague engagement survey, MyVoice,

over Spring 2024, which showed colleague engagement rising by a record 6ppt to 63%. We have made positive steps towards a more inclusive culture over the past year. More of our people with disabilities or who are LGBTQ+ have shared their personal data with us: our disclosure rate for colleagues with disabilities has nearly doubled to 1.8% (1,026 colleagues) and our disclosure rates from colleagues who are LGBTQ+ have increased from 2.6% (1,537 colleagues) to 3.5% (2,110 colleagues) since the data was first reported in October 2022. The increase in disclosure rates shows that initiatives through our diversity networks to create an inclusive working environment are working, as more colleagues trust us and are sharing their personal information.

Mitie is a Real Living Wage Accredited provider. Audits are completed each year to ensure our data is accurate, and each year we maintain paying 100% of employees, where we control their salary, a Real Living Wage.



### Our awards



Best Early Careers Strategy at the 2023 HR Excellence Awards



Best Overall Performance in Fostering Employee Share Ownership: 50,000+ employees at the ProShare awards 2023



Customer Service award for Mitie's 'You are Mitie' Customer Service programme at the Learning Excellence Awards 2024



Best Use of Video for Learning, Bronze award for Mitie's 'You are Mitie' Customer Service programme at the Brandon Hall Human Capital Management Awards 2023



People Development and Talent Retention Award at the IWFM Impact Awards 2023

# Developing our talent

We support over 1,200 colleagues at any given time through apprenticeships, and expanded our offer to more than 90 (FY23: 70) technical, professional and managerial courses. We now cover a diverse range of areas, from heat pump engineers and data technicians to security officers, business administrators and project managers.

In FY24, we also supported 4.5% of eligible colleagues who are taking part in apprenticeship programmes, exceeding our 4.3% target (FY23: 3.8%). Thanks to our apprenticeship achievements and dedication, we have become a member of the 5% Club, a group of UK organisations that aim to place 5% of their workforce in 'earn and learn' positions.



## Apprenticeship trailblazers

Over the past year, Mitie supported the creation and development of the new Professional Security Operative Level 2 trailblazer apprenticeship. Jason Towse, Managing Director of Business Services at Mitie, is also Chair of the Security Skills Board, a UK Government working group that aims to increase career development opportunities in the UK.

The launch of this new apprenticeship is a commitment to developing and upskilling security professionals in the UK. By targeting previously untapped or underrepresented talent among young and female professionals in the industry, this programme aims to secure a more diverse and adaptable security workforce. Our first cohort of 30 started the 12-month programme in January 2024.

We have also expanded our apprenticeship offering in the cleaning sector. Proposed by the British Cleaning Council and approved by the Institute for Apprenticeships and Technical Education in January 2024, we launched our new Cleaning Hygiene Operative Level 2 apprenticeship programme. Twenty learners have enrolled on this programme, which will equip colleagues with essential skills such as advanced cleaning techniques, workload management, and health and safety best practices.



## Awarding our Apprentice Champions

We held our first annual Apprenticeship Awards in February 2024 to coincide with National Apprenticeship Week, recognising the outstanding achievements of our colleagues. We crowned six winners, with seven colleagues highly commended. Sarah Martin, a Building Services Engineer for our Central Government & Defence business, received a highly commended award in our Apprentice Champion of the Year 2024.

Sarah has achieved remarkable success by completing two apprenticeships. She started at Mitie as a part-time cleaner on our contract with the Health and Safety Executive's research centre in Buxton and swiftly transitioned to a full-time role. Her curiosity about engineering led her to become the first woman to complete a Level 2 Property Maintenance Operative apprenticeship. Sarah then embarked on an electrical apprenticeship, solidifying her role as a crucial member of the engineering team. Now a Building Services Engineer, Sarah contributes significantly to the contract team's success. Beyond her professional achievements, Sarah is a source of support for fellow apprentices, sharing experiences and advice. Her participation in local school career days highlights her commitment to inspiring others and underscores the transformative impact of apprenticeships.

See page 45 to read about our Management Apprentice of the Year winner.

## Levy gifting

We passed the £2m milestone for Apprenticeship Levy gifting pledges at the end of FY24. Through the Levy, we have enabled over 25 SMEs – many of which are our customers – and local community services across the UK to fund apprenticeship schemes, with a focus on areas aligned to our ESG strategy.

With less than 3% of Levy-paying employers gifting Levy funding to SMEs, we are one of just 580 companies in the UK investing unspent funds to improve social mobility.

Since 2021, our Apprenticeship Levy gifting programme has supported closing the skills gaps in the engineering, construction, data and digital sectors, such as:

- A not-for-profit social enterprise that secures construction apprenticeships for people from disadvantaged backgrounds to fund the schemes of 13 apprentices in heating, plumbing, electrical and carpentry roles;
- The Oxfordshire Local Enterprise Partnership, an organisation focused on driving economic growth, job creation and infrastructure development. As part of this partnership, we have pledged £100,000 to support recruiting and developing women in science, technology, engineering and mathematics (STEM) apprenticeships; and
- Supporting seven people in a Mitie partner company who have a disability or face socio-economic disadvantages into apprenticeships. Our support enabled an individual who was previously long-term unemployed to successfully achieve their Level 2 Carpentry and Joinery qualification and secure employment.

## Developing our talent continued

### Management Apprentice of the Year

**Stuart Willing's perseverance, adaptiveness and drive won him Mitie's Management Apprentice of the Year award in 2024. Stuart joined Mitie in 2023 and since then he has completed a Facilities Management Level 4 apprenticeship, which he embraced with enthusiasm and dedication.**

An exceptional role model, Stuart has fostered team building and encouraged personal growth among his colleagues, supporting their participation in apprenticeship schemes. He also drives workplace diversity through prioritising inclusivity during his recruitment drives, fostering his and Mitie's vision of our workforce representing the communities we serve. Stuart has provided opportunities to individuals, including those with learning difficulties and from ethnic minorities, and he also focuses on ensuring women have access to progression.

Stuart has proactively taken on significant responsibilities, including optimising and streamlining gas stock levels to improve the efficiency of our waste management and sustainability, and securing financial savings for the Barking, Havering and Redbridge University Hospitals NHS Trust.

He also worked to repurpose out-of-date PPE (personal protective equipment) for care homes and charitable organisations, supporting local communities.

Amid personal challenges, including caring for his mother and partner, Stuart is dedicated to enhancing the environment for his team, clients and the wider community.

Stuart's empathy and dedication to helping others was exemplified in June 2023, when he started supporting a homeless community. Stuart started out by working with the local community centre and neighbours of Fanshaw Clinic to provide a hot meal on a Sunday, which turned into sourcing tents and sleeping bags, and then involving local churches to increase hot meal provisions, tinned food and water. Stuart then arranged for the local community centre to allow these individuals to use their washing facilities and stay the night in the centre. Stuart also helps vulnerable communities with gardening work, providing an opportunity for these individuals to build a work ethic and find purpose, as well as helping them to bid for housing through the council: five people have already been successful, and another is building up funds to get back to Portugal with his family.



**The best way to find yourself is to lose yourself in the service of others.**

**Stuart Willing**  
Operational Services Manager, Communities  
– King George Hospital, Ilford



## Developing our talent continued

### Learning and development

Mitie's approach to learning and development is to create a force for our growth. We are dedicated to creating an environment where our colleagues can grow and flourish, professionally and personally. We want all colleagues to feel that Mitie offers much more than just a job and we support our colleagues to be exceptional every day by continuously curating and enhancing our learning offer, so they can focus on what matters to fuel their progress. We emphasise personal development as a fundamental right, unlocking untapped talent through skills-based development, ensuring operational accessibility and inclusivity, and promoting social mobility.

We give our people the ability to take control of their own development towards sustainable careers. To complement the courses available on our digital learning platform, in FY24, we introduced development webinars that cover a varied range of topics.

### Addressing the skills shortage for a sustainable green economy

We recognise the urgent need to address the skills shortage that hampers the growth of a sustainable, green economy. Transitioning to a greener future requires more than just adopting new technologies; it demands a workforce equipped with the necessary skills and knowledge to implement and maintain these innovations effectively. The green economy is set for significant growth, but sustaining this growth depends on a strong pipeline of talent. Addressing the green skills gap through our apprenticeship programme ensures we can meet the increasing demand for our sustainable services and products, thereby fostering long-term economic stability. Investing in skills development benefits the broader community and economy. Through our training programmes and partnerships with educational institutions, we help to create new job opportunities, stimulate local economies and promote social equity.

### Action Now

Action Now: Transforming Tomorrow Together is Mitie's sustainability training programme aimed at embedding sustainability throughout the business – from frontline to Boardroom – closing gaps between understanding and acting, and enabling us to harness the impact of our 68,000 colleagues. This training covers energy, carbon and biodiversity, circular economy and resource efficiency and social value – as well as modern slavery and sustainable procurement.

This programme caters for every learning style: watching, listening, reading and doing. Engaging videos and short learning courses are hosted on our Learning Hub, together with checklists and myth-busters, tips and ideas, and opportunities for learner suggestions and feedback. Since Action Now's launch in FY23, we have recorded nearly 10,000 interactions with our learning resources and materials.



### Supply Chain Sustainability School

Mitie is a proud partner of the Supply Chain Sustainability School (SCSS), sharing its values of collaboration, sharing knowledge, driving progressive and measurable change by inspiring others, inclusivity, and setting new standards relating to climate change and modern slavery. The SCSS's learning resources helped to shape Action Now, and our colleagues were given access to the learning materials on the SCSS portal.

[+ Find out more about our supplier engagement through SCSS on page 36](#)



## Developing our talent continued

### Leading together

We aim to create a supportive environment where all team members feel a strong sense of belonging and are empowered to thrive. Our people leaders play a crucial role in our ongoing success and contribute significantly to our developmental offerings. To support these leaders, we created bespoke eLearning courses, called the Leading Programmes, which encompass Leading with Respect and Leading Together and highlight essential leadership behaviours.

Our modules feature Mitie leaders, who share best practices and discuss real-life experiences, together with valuable insights from thought leadership experts and proven leadership models. These programmes equip managers with the tools required to effectively handle challenging situations, helping them to appreciate the diverse backgrounds of our team members and fostering an inclusive and respectful culture at Mitie. We make sure that our performance reviews and talent assessments are based on objective and concrete criteria, lowering the chance for bias in any of our selection and progression processes.

# 55%

of managers have completed Leading Together

# 71%

of managers have completed Leading with Respect

### Women in Leadership

Our Senior Women in Leadership programme is sponsored and led by Jas Hudson, our Chief People Officer, and is designed to support women at Mitie to achieve our most senior roles. The programme is underpinned by a Level 7 Leadership apprenticeship, delivered in collaboration with Corndel College London and paired with one-on-one mentoring.

### Senior executive training

We are rolling out CPD (continuous professional development) training to our senior executive teams, covering climate change, carbon and finance's role in sustainability. Through training, we aim to ensure environmental knowledge and understanding, and enable influential participants to consider environmental impacts within their role; we successfully engaged 127 individuals during FY24 and plan to expand this over FY25.

### Inclusion Allies programme

An inclusion ally supports all colleagues, especially those who may be feeling excluded, marginalised, confused, lonely or vulnerable. In April 2024, we launched our four-week Inclusion Allies programme, which is designed to empower our colleagues to act as allies for diverse groups, help them role model inclusion, break down silos and drive forward inclusion. 150 colleagues have completed the programme.



# 92%

of allies agreed that taking part in the programme has changed their behaviour in a positive way and they have more confidence to step in when they witness exclusion

# 70%

of allies have also joined diversity networks



Allyship is incredibly important at Mitie. Bringing together different people – different voices, experiences and ideas – is essential to the success of our business. Our objective is to represent the diversity of our communities and customers from the frontline to the Boardroom.

Dan Guest  
Managing Director,  
Technical Services, Mitie  
(and Executive Sponsor for Allyship)



# Attract and retain a diverse workforce

## MyMitie

We are continually evolving our Employee Value Proposition, MyMitie, which demonstrates to existing and potential colleagues why Mitie is a 'Great Place to Work': from the benefits and support available, to learning development opportunities and career progression.

### Strategic pillars

### FY24 achievements



**MyVoice** – ensuring our colleagues have their say, and their voices are heard

Held 14 Board listening sessions, facilitated 371 events through Team Talk Local, and ran our annual engagement survey



**MyCommunity** – our commitment to building connections, taking positive actions and giving back

Celebrated 10 years of the Mitie Foundation and delivered 24,626 volunteering hours



**MyAchievement** – recognising our colleagues' successes

Held our annual achievement event at The Shard, including a top prize of £10k, and awarded 20,000 Mitie Stars during the year



**MyCareer** – our learning and development offering

Built bitesize content to embed learning practices into everyday operations and expanded our apprenticeship offering to 90 courses



**MySlice** – our industry-leading benefits package

Issued free shares for the fourth consecutive year; many colleagues benefited from 2020 Save As You Earn (SAYE) scheme vesting



**MyWellbeing** – prioritising our colleagues' health and wellbeing

Launched LiveSafe safety champion network and introduced carer's leave earlier than government guidelines



**MyStory** – our colleagues telling their own stories to inspire others and drive belonging

Increased our activity among our diversity networks, with at least 500 colleagues joining each of our six networks

## Colleague benefits

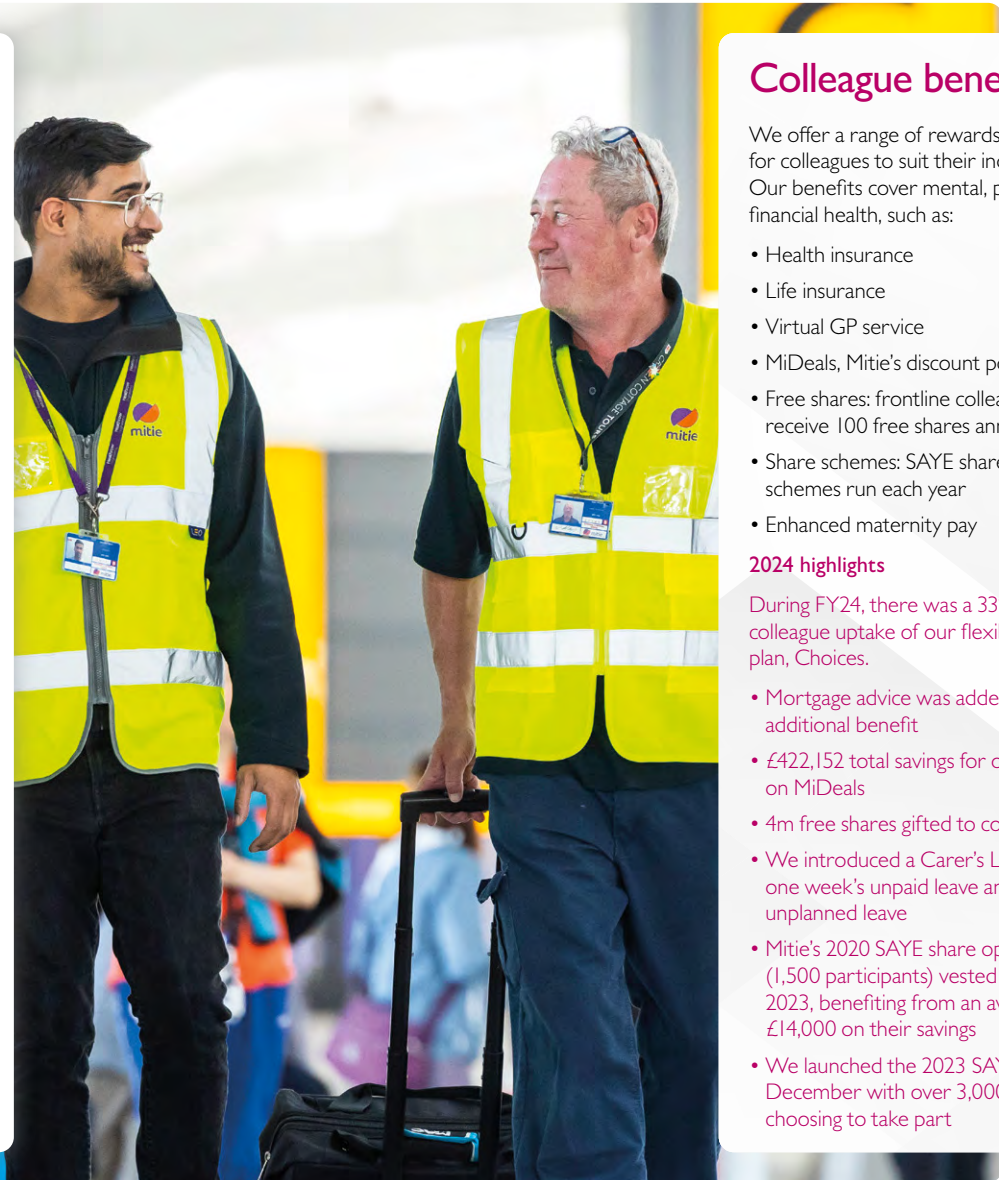
We offer a range of rewards and benefits for colleagues to suit their individual needs. Our benefits cover mental, physical and financial health, such as:

- Health insurance
- Life insurance
- Virtual GP service
- MiDeals, Mitie's discount portal
- Free shares: frontline colleagues typically receive 100 free shares annually
- Share schemes: SAYE share option schemes run each year
- Enhanced maternity pay

### 2024 highlights

During FY24, there was a 33% increase in colleague uptake of our flexible benefits plan, Choices.

- Mortgage advice was added as a new additional benefit
- £422,152 total savings for our colleagues on MiDeals
- 4m free shares gifted to colleagues
- We introduced a Carer's Leave Policy: one week's unpaid leave annually for unplanned leave
- Mitie's 2020 SAYE share option scheme (1,500 participants) vested in December 2023, benefiting from an average gain of £14,000 on their savings
- We launched the 2023 SAYE scheme in December with over 3,000 colleagues choosing to take part





## Attract and retain a diverse workforce continued

## Mitie's ED&amp;I strategy

## Develop an inclusive organisation

through training, promoting inclusive behaviours and more informed decision-making.

## Create career fulfilment

through delivering an inclusive and representative workforce, offering all colleagues clear opportunities to develop and progress.

## Amplify our colleagues' voice

by responding to their feedback, building trusting relationships to define our future.

## Drive business growth

through enhancing core people policies and procedures to deliver our commitment to ED&I.

89%

of Mitie's salaried colleagues received career development reviews and/ or regular performance reviews

## Diversity networks

Mitie's six diversity networks increase awareness and tackle challenges faced by our communities:

- Mitie Women Can, supporting women to maximise their potential
- Parents and Carers, for parents and carers who are passionate about engaging with one another
- CHORD, for people of all races and ethnicities
- Enable, raising awareness of disability-related issues
- Proud to Be, for our LGBTQ+ community
- Mitie Military, for the Armed Forces community

Each diversity network has an executive sponsor and hosts various events and engagements throughout the year. Our Board members join these events, giving them the opportunity to better understand the lived experiences of colleagues and create a cycle of feedback to inform decision-making and drive engagement and trust. For example, CHORD supported the creation of Mitie's Count Me In training to eradicate unconscious bias.

In FY24, we recorded 72,000 colleague interactions with our Count Me In training programme (FY23: 50,000), equating to over 3,600 hours of focused learning, and 24,426 ED&I-related courses completed in Learning Hub.



## Attract and retain a diverse workforce continued



## An Evening with CHORD

CHORD, Mitie's diversity network supporting culture, heritage, origin, race and diversity, hosted An Evening with CHORD at one of our customer sites. This event provided an overview of the CHORD network and the support it offers. A panel discussion focused on 'The Authentic You', with Mitie colleagues sharing their stories. This networking opportunity helped to identify allies and raise awareness, as well as recognise the previous network Chairs and welcome their successors and the new CHORD sponsor: Cijo Joseph, Chief Technology and Information Officer, Mitie.



## Parents and carers

Looking after our colleagues who are parents and carers is a fundamental part of us achieving a more diverse and inclusive workforce. Our Parents and Carers network raises awareness of issues and provides support on work/life balance, enabling colleagues to share experiences in a supportive environment, and helping us to develop policies that provide the right level of support.

In September 2023, Parents and Carers held its first event focusing on career development and benefits, providing opportunities to understand the effectiveness of Mitie's policies. It also ran a coffee morning to support the experiences of supporting children transitioning to a new school or university. The event covered financial support available through MiDeals, Mitie's discount portal. We also discussed career progression opportunities to better understand support needed for this community. We have since launched our new Carer's Leave Policy.



**My passion is to make work-life balance accessible to all, enabling parents and carers to find the balance and support they need.**

**Rachael Burn**  
Parents & Carers Lead,  
Senior Environmental  
and Social Value Manager,  
Mitie Group



## International Women's Day

In March 2024, Mitie celebrated International Women's Day by hosting an event in The Shard, streamed across all our hub sites. The theme was Inspire Inclusion, and our Mitie Women Can diversity network organised an event with guest speakers from Sainsbury's, Utopia and L3Harris Technologies. Participants shared insights into female leadership, financial empowerment, career progression and the active role of allyship in women's inclusion. We also received 428 nominations for Exceptional Women across the business as part of the event, who we recognised on the day.



**International Women's Day is not only a day to recognise the achievements of women but also a call to action. It's a time to reflect on the progress we've made and the work that still lies ahead in achieving true gender equality.**

**Sim Sian**  
Head of ED&I, Mitie Group



# Employee engagement

## Mitie's Stars

We host our annual Recognition Awards in London to honour acts of bravery, long service, and commitment to equality, diversity and inclusion. This includes our Mitie Stars programme, where we award three prizes of £10,000, £5,000 and £2,500 to our most exceptional individuals and teams.

This year's event took place in May 2024. The winner of our top prize was Victoria, a Mitie Security Officer, who prevented a baby's abduction from a hospital. Other colleagues were recognised for their quick response to a knife threat and actions that prevented a man from taking his own life.

The event paid tribute to our many long-serving employees: 17 colleagues who have worked at Mitie for over 40 years received vouchers to use with Mitie's discount portal, as a token of our appreciation.



**These colleagues embody what it means to be Mitie, including incredible levels of bravery and professionalism, unwavering commitment to their jobs, and championing equality. They should all be very proud of their achievements.**

**Jas Hudson**  
Chief People Officer, Mitie Group



# 100%

of Mitie's workforce have access to ED&I, human rights, ethics and modern slavery training, including 97,151 'Count Me In' activities completed in the past year

## Team Talk Local

The data from our FY23 colleague survey identified that middle management, supervisors and our frontline colleagues are Mitie's least-engaged teams. These cohorts are the hardest to reach through our digital channels, either through operational pressures or technology constraints.

Team Talk Live is our annual colleague engagement roadshow, covering strategy and achievements. It has become our flagship annual event, and in FY24 reached 12,000 colleagues over five days. However, recent feedback has highlighted that we need more frontline presence at Team Talk, and it can be hard for these colleagues to get time away for operational reasons.

We designed Team Talk Local to take the Team Talk experience to more colleagues at their place of work. We equipped our leaders to deliver Team Talk Local sessions

and created materials that focused on 'Life at Mitie', with a video from our CEO on our growth strategy and highlighting elements of our Employee Value Proposition (see page 48). Each session facilitator tailored the content to ensure relevance to the audience.

We launched our first Team Talk Local events in March and April 2024, to coincide with the launch of our MyVoice survey. In total, we delivered 371 events across 106 locations, far exceeding our initial aim of 20 contracts. Over 5,640 colleagues attended the sessions, with 76% from our target audiences and 62% from cleaning teams, which are predominantly frontline.

Our CEO, supported by members of our executive team, led sessions at five major hubs to engage our colleagues across Europe, including the ISOC in Northampton, TSOE in Manchester, Mitie Spain in Madrid and at the Mitie Cyprus offices.





# Community

Making a positive difference, wherever we operate.

## In this section

- 53 Our progress
- 55 Health and safety
- 57 The Mitie Foundation
- 59 Giving back
- 62 Collaborating with government



Find out more about our progress against our social value targets

## Progress against our targets in FY24

2024 target:

Increase volunteer paid hours to 20,720

FY24 performance:

**24,626**

FY23: 19,298

2025 target:

23,680 hours

2024 target:

Increase health and wellbeing training hours delivered to 26,312 hours

FY24 performance:

**37,611**

FY23: 26,152

2025 target:

28,943 hours

2024 target:

Recruit 2.4% of hires from an Armed Forces background

FY24 performance:

**4.2%**

FY23: 3.1%

2025 target:

2.3%

## Mitie's alignment with the UN Sustainable Development Goals

- Enrich the community by providing employment opportunities to underrepresented groups, health and wellbeing provision, and colleague volunteering



## Our progress

**As the leader in Facilities Transformation with over 3,000 customers, we have a vast footprint across the UK's built environment and play a pivotal role in many communities.**

We are committed to delivering outstanding service while maximising social value. This approach is recognised by our customers, delivers favourable outcomes throughout our organisation and for the communities in which we operate and catalyses positive change for a brighter tomorrow.

More than half of our business is in the public sector. We embrace the Government's Social Value Model, focused on public sector contract obligations, as an integral part of our corporate ethos. Government legislation requires all public sector organisations and their suppliers to consider improving the economic, social and environmental wellbeing of local areas – or creating 'social value' – through delivering services.<sup>1</sup>

Our social value contribution in FY24 was just under £289 million, 34% higher than FY23. We measure and record the impact of our social value contributions using two platforms that are structured using metrics with a financial 'proxy value' attributed.

In 2021, we started working with the Social Value Portal, which incorporates the National TOMs Framework (Themes, Outcomes and Measures), primarily used in local authorities. We use this portal on contracts that mandate this measuring method.

We also use the Thrive platform, a portal that aligns to PPN06/20 (Social Value Model) and allows our contracts to measure social value contributions as well as calculating our Group impact on social value.

### A best practice approach

In Spring 2023, we launched The Mitie Way, a library of interactive, digital playbooks for our colleagues with tools, best practice and updated guidance on key areas such as The Mitie Way of Embedding Social Value and The Mitie Way of Delivering Decarbonisation.

The Mitie Way of Embedding Social Value uses key themes from both the TOMs Framework and the Social Value Model to support our teams in delivering social value in a consistent approach that aligns to best practice frameworks. This provides a structure for our teams to use when developing commitments, delivery plans and performance monitoring for customers.

1. The Public Services (Social Value) Act 2012.



## Our progress continued

### FY24 progress

We exceeded all our community targets in FY24.

Mitie's Giving Back volunteering programme gifts 10 hours a year to all salaried colleagues, to spend time volunteering. Our colleagues completed 24,626 hours of volunteering during FY24, 19% higher than our target. See page 59 for more details.

Learning Hub is our internal home for all learning resources and activities. A large section is dedicated to health and wellbeing, including modules such as Mindfulness. Through completing modules such as Modern Slavery and Safeguarding Children and Vulnerable Adults, and external courses such as First Aid and Mental Health First Aid, our colleagues dedicated 37,611 hours to health and wellbeing education in FY24 – 43% higher than our target of 26,312 hours.

Our research<sup>1</sup> shows that the facilities management industry offers a good career fit for Armed Forces veterans, with many transferable skills developed in the military such as the ability to perform under pressure. We have a strong partnership with the Armed Forces community and engage with them in different ways.

In FY24, we recruited 4.2% of colleagues from an Armed Forces background, against our target of 2.4%, by engaging with external organisations such as the Career Transition Partnership (CTP), the official provider of resettlement and recruitment for ex-military personnel. Our resourcing and operational teams attend CTP events every month, with support from the Mitie Foundation and members of Mitie Military, our diversity network. During FY24, we created a veterans talent pool for hiring managers to fill specialist roles at Mitie, such as engineers and project managers, and at each CTP event we give individuals the opportunity to sign up to our veterans talent pool and learn more about how Mitie supports the Armed Forces community.

The Mitie Foundation attended the National Transition Event (NTE) 2024 at Silverstone. This event supports service leavers, veterans and their partners by showcasing the breadth of career opportunities available upon leaving service. Members of Mitie Military also attended, giving insights and advice into transitioning out of the Armed Forces to a civilian working life.

### Social value return on investment calculations

Using the below proxy values from the Thrive platform, Mitie's social value initiatives can be calculated in terms of actual social value impact.

Metric	FY24 performance	Thrive proxy value	Social value (£)
Spend with Small and Medium Enterprises (SMEs)	£985,610,000 spent	£0.23 for every £1 spent	£226,690,300
Spend with Voluntary, Community and Social Enterprises (VCSEs)	£3,360,000 spent	£0.60 for every £1 spent	£2,016,000
Time spent training and influencing stakeholders on Modern Slavery	5,410	£44.31 per hour	£228,171
Delivering apprenticeship training	52 weeks of apprenticeship training to 1,200 apprentices during FY24	£743.04 per week	£42,700,582
Delivering Mental Health First Aid training	415 individuals trained	£1,346.80 per individual	£539,500
Volunteering for local and national causes	24,626 hours	£35.33 per hour	£811,426
Donations	£110,820 donated	£2 per £1 raised	£221,640
Volunteering on environmental projects	4,343 hours	£35.33 per hour	£143,101
Hiring individuals from a veteran background	790 individuals hired during FY24	£21,304.49 per hire	£15,451,776
<b>Total</b>			<b>£288,802,496</b>

1. <https://news.mitie.com/news/mitie-research-finds-fm-is-a-natural-career-match-for-ex-military-personnel>.

### Our awards



Gold Defence Employer Recognition Scheme



Mental health at work commitment



Menopause pledge



Endometriosis Friendly Employer



Top 50 Great British Employers of Veterans



Gold RoSPA award winners

# Health and safety

## Health and safety strategy

Mitie places its people at the heart of our success through the cultivation of collaborative ways of working, empowering individuals to be proactive stewards of health, safety and the environment (HSE) and nurturing a support system that enables adaptability, resilience and positive change in achieving 'the exceptional, every day'.

We aspire to be recognised as a leading force in HSE and foster a zero harm workplace culture. Our core principles, including that everyone is responsible for safety, are influenced through our LiveSafe programme, which enables proactive leadership and leads to better trust and accountability. LiveSafe features four pillars – ThinkSafe, TravelSafe, SaferTogether and SaferInnovation – to identify and implement improvements throughout Mitie and drive our HSE performance.

The safety of our supply chain is also paramount to us. We partner with Alcumus SafeContractor, the UK's leading health and safety accreditation with the largest in-house team of auditors, to provide the highest standard of pre-qualification across our supply chain. By outsourcing the health and safety pre-qualification of our suppliers, we are able to better manage our supply chain and improve our compliance with health and safety legislation.



## Living HSE with our LiveSafe Champions

Mitie's LiveSafe Champions provide a key link between our frontline colleagues and managers, helping us to embed a culture that prioritises health and safety.

Our LiveSafe Champions programme educates Mitie people through internal resources and national qualifications, launched in 2023. We now have 748 Champions across Mitie, who all have relevant training and qualifications including IOSH and NEBOSH (health and safety certifications), and can progress into permanent quality, health, safety and environmental (QHSE) roles.

Marcus Williams works as a Health and Safety Advisor. He secured this role in August 2023 after completing his LiveSafe training, and said: "I am enjoying the challenge in a career I love."

Over the past 12 months, we have received 11 Gold Royal Society for the Prevention of Accidents (RoSPA) Awards and three Silver Awards. Mitie Security has received a Gold Award for six consecutive years, with Landscapes and Cleaning just behind with five consecutive Gold Awards. In May 2024 we were delighted to win 'Contractor of the Year' for health, safety and environmental performance from INEOS, a global manufacturer.

We are proud that our efforts to make sure everyone gets home safely each day are being nationally recognised.



“  
I am enjoying the challenge in a career I love.”

Marcus Williams  
LiveSafe Champion, Health and Safety Advisor, Technical Services, Mitie



“  
The journey is well structured and progressive, providing the opportunity for participants to become Mental Health First Aiders and attain their NEBOSH General Certificate. We need colleagues who are passionate about bringing our unrelenting focus on HSE to the fore.”

Peter Dickinson  
Chief Legal Officer, Mitie Group



## Health and safety continued

## Dashcam data for driver safety

In 2023, Mitie announced a partnership with Vodafone to install AI dashcams to enhance our drivers' safety, as well as providing insight on unsafe behaviours such as not wearing a seat belt, improper phone use or falling asleep behind the wheel. If the dashcam senses these behaviours, it initiates in-cab alerts with short video clips sent to managers to facilitate effective intervention such as training. By understanding an employee's driving style and providing proactive coaching, incidents can be prevented, protecting our drivers and the public.

We installed 2,076 dashcams during FY24, up from 900 last year (+131%), and 3,190 of our vehicles (41%) now have the upgraded safety feature of a dashcam to spot internal and external safety risks.

- 23 sessions were attended by over 380 managers to discuss the application of this new technology
- Incidents reduced by nearly 20% in our commercial fleet



Phil Bentley  
CEO

Watch the Mitie dashcam video here

## MyWellbeing Week

Mitie launched MyWellbeing Week in April 2023 to communicate health, safety and wellbeing messages, as well as providing managers with necessary information and tools to improve engagement with frontline colleagues. We also designed a toolkit to support managers throughout the year to support local operations.

MyWellbeing Week in FY24 focused on increasing the 'quality' and 'quantity' of LiveSafe Leadership visits and raised awareness about the diverse services available to our colleagues, demonstrating how Mitie cares for its people.

In the two months following MyWellbeing Week 2024, our managers undertook 8,001 visits to their frontline colleagues, with over 65,425 events logged and actioned in the past 12 months.

Developing these different people-focused initiatives has enabled us to reduce our lost-time injury frequency rate by 0.05 to 3.82 per million hours worked.

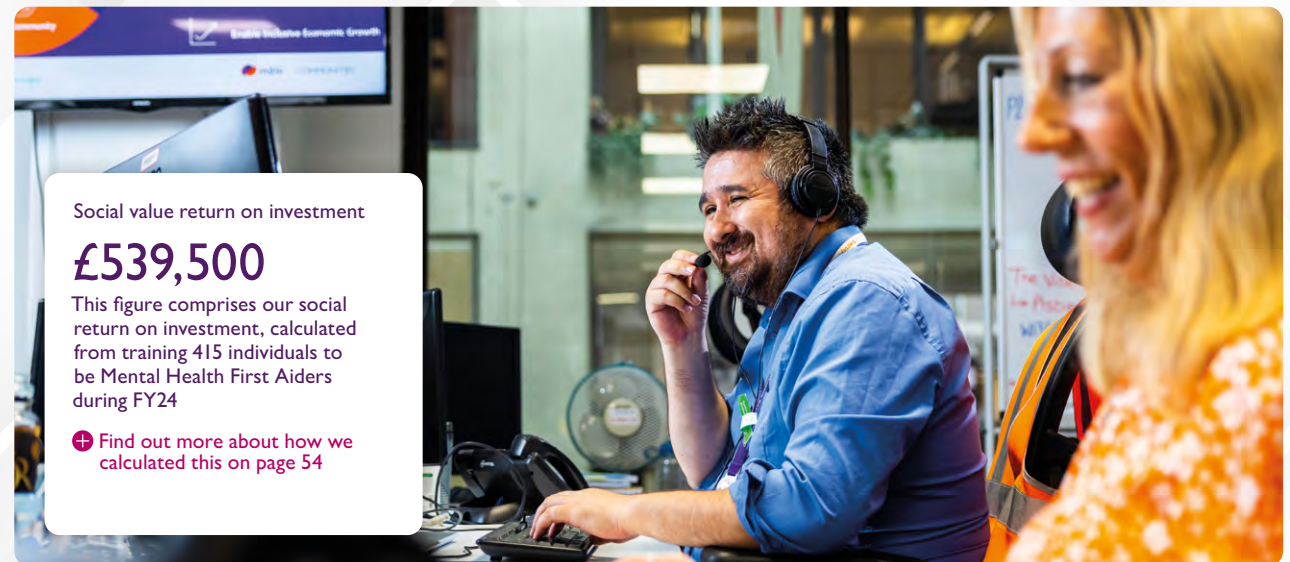
Over 8,900 Mitie colleagues completed their First Aid training in FY24, collectively dedicating over 9,000 hours.

We have 425 Mental Health First Aiders who have successfully completed their training across the business leading to more positive engagements with colleagues who may need their support.

Our colleagues are supported with financial wellbeing via our financial wellbeing partner, Salary Finance. Salary Finance offers payroll deducted loans, salary advances (to access earned pay quicker), and tools to help colleagues manage their money better such as budgeting tips. Mitie colleagues utilise all of the offers, with around 200 loans granted each month, and 8,000 advances taken each month.



Find out more about colleague benefits on page 48



Social value return on investment

**£539,500**

This figure comprises our social return on investment, calculated from training 415 individuals to be Mental Health First Aiders during FY24

Find out more about how we calculated this on page 54



# The Mitie Foundation

The Mitie Foundation was established as an independent charity, wholly funded by the Mitie Group, in 2013. The Foundation is committed to providing employment skills and opportunities to marginalised groups, and believes that everyone deserves equal opportunities for independence and meaningful employment.

In December 2023, the Mitie Foundation celebrated its 10th anniversary. To celebrate key successes, we held an event in our HQ, The Shard, London. Colleagues, candidates, partners and customers attended.

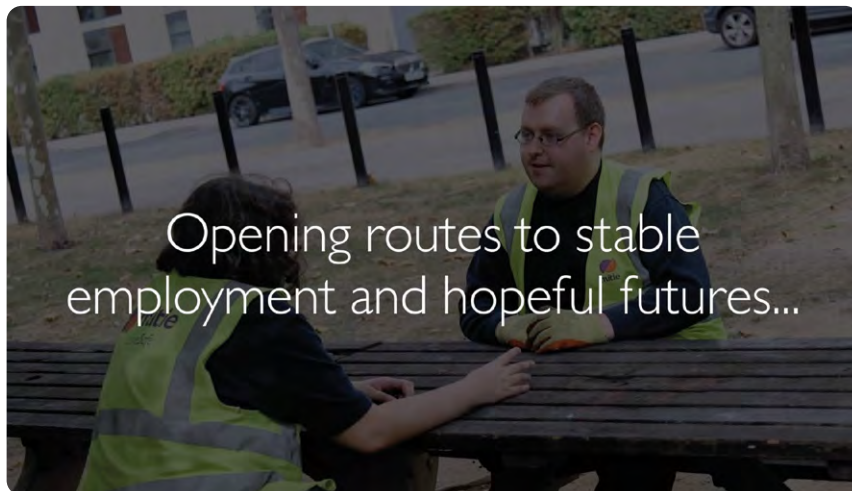
In the last year, we recruited 418 individuals through the Mitie Foundation from our 42 referral partners, such as Barnardo's, Employment 4 All and RefuAid.

In FY24, we restructured the Foundation's Ready2Work programme. Following candidate feedback, we reduced the programmes to four weeks (with the exception of one programme, due to the necessity of a longer work experience period).

Ready2Work involves one week of employability workshops covering CVs, interview skills and relationship building, followed by three weeks of work experience. Each programme is tailored to support:

- Long-term unemployed
- Individuals with learning difficulties and disabilities
- Ex-offenders
- Prison leavers
- Young people
- Veterans

[Watch the Mitie Foundation video here](#)



## Casmin's journey back to the workplace

Casmin Lambert joined Mitie's Ready2Work programme in November 2023. Before joining our scheme, Casmin had been out of work for five years due to mental health issues.

After learning about Ready2Work at Peckham Job Centre, Casmin met the team and applied. After completing the four-week programme, Casmin secured a full-time role in January 2024 as a Facilities Assistant at Mitie. She wants to work her way up to becoming a Facilities Manager.



Ready2Work has changed my life. Without this programme I would not be where I am today – in a full-time role with progression opportunities. The Ready2Work programme gave me the opportunity to show Mitie what I am capable of.

I loved The Shard experience; it gave me a feel of being back in the work environment, and the hosts were so patient and supportive. The team got to know me and gave me a perfect placement where I fitted in immediately.

I can also do more with my daughter now – I have my independence and confidence back! To anyone considering Ready2Work, I would say do the programme – you will feel supported every step of the way.

Casmin Lambert  
Facilities Assistant, Mitie Security



## The Mitie Foundation continued

### Introducing Ready2Work Military

We support the Armed Forces community and in FY24 we had 765 service leavers and veterans working at Mitie (FY23: 463). To continue moving towards our Armed Forces recruitment target and engage more deeply with this community, the Mitie Foundation introduced Ready2Work Military in FY24.

Ready2Work Military partners with the Career Transition Partnership (CTP), offering additional support to individuals with a military background, including mentorship, work placements and career support throughout the year.

Candidates come to Mitie through CTP and are paired with a Mitie 'Military Buddy' from our Mitie Military diversity network. We aim to also match individuals in our veterans talent pool into this programme.

We are also a member of the UK Government's Defence Employer Recognition Scheme with a Gold Covenant, as the Mitie Foundation contributes to organising CTP events and works closely with the Forces Employment Charity, Walking With The Wounded and The Poppy Factory.



### Delivering collaborative internships

In FY24, we developed a Supported Internships programme in collaboration with The Oaks Specialist College in Hounslow and the Mitie Foundation, supported by Graham Moxon, an Account Manager in the Communities division at Mitie.

Our new Supported Internships are targeted at individuals between 18 and 25 years old who have a learning difficulty or disability. They aim to provide a 12-month work placement with a mentor, followed by paid employment or an apprenticeship, supported by our learning materials on Learning Hub and direct interaction with participants.

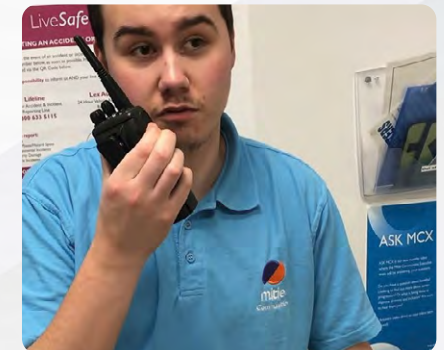
Ben Crick and Luke Jeffery began their Supported Internships at Mitie in August 2023, working in Graham's Building and Fabric team. A bespoke Mitie Learning matrix helped upskill and familiarise Ben and Luke with the Mitie way of working, and for the first three weeks, a chaperone from The Oaks Specialist

College provided additional support. Ben and Luke then felt fully integrated into the team so continued working independently. After initially getting involved with tasks such as de-icing, they now independently complete more skilled tasks such as door inspections and water flushing, an important task due to the high-risk nature of waterborne diseases that can breed bacteria, such as Legionella. Ben and Luke have now completed their internship and secured full-time employment with Graham's team, as well as securing places on a Level 2 Property Maintenance Operative Apprenticeship, which they are completing on our NHS Tunbridge Wells contract.

Graham has also noticed a positive impact on his team through training Ben and Luke, as they have taken responsibility for their welfare and wellbeing, supporting one of Mitie's core values: 'Our diversity makes us stronger'.



Luke Jeffery, Intern



Ben Crick, Intern

# Giving back



## The Poppy Appeal

Each year, our colleagues support the Royal British Legion across the UK. In FY24, we helped to raise over £142,000 at London Bridge and Waterloo stations. Mitie colleagues have supported the sale of poppies at Waterloo station since 2014, and our presence typically makes up around 15% of the total volunteers on site.



## Macmillan card signing

Through the Do It platform, the Foundation has been able to advertise Macmillan's 'Thanks to You' card writing campaign, in which they ask volunteers to write letters to their supporters. Ninety-one Mitie employees have signed up and have pledged to write 2,100 cards, and we will continue supporting Macmillan during the annual coffee morning scheduled for September.

Social value return on investment

# £221,640

This figure comprises our social return on investment, calculated from fundraising £110,000 during FY24

[+ Find out more about how we calculated this on page 54](#)

Social value return on investment

# £811,426

This figure comprises our social return on investment, calculated from hours of volunteering our colleagues dedicated to local and national causes during FY24

[+ Find out more about how we calculated this on page 54](#)

## Charity partners

One of Mitie's charity partners is Career Ready, a social mobility charity connecting young people with educators and employers. We are currently supporting 12 students through the Career Ready programme, which involves our managers mentoring 16–18-year-old college students over 12 months, including a 4-week paid work placement.

Mitie has partnered with the Social Recruitment Advocacy Group (SRAG), the charitable arm of People Plus, a leading education and employability business. SRAG supports ex-offenders by providing training and qualifications and connecting them with employers. This is a new partnership, and we will be assessing its impact over FY25.



## Do It

We use the Do It platform to support our colleagues in finding local and national volunteering opportunities, from helping at animal rescue centres to decorating local community centres. Our colleagues log their volunteering hours on the platform, ensuring full transparency on where our colleagues are allocating their time and efforts.



Giving back continued

## Volunteering spotlights

### Hiking challenge

In July 2023, a group of 40 walkers from across our Co-op Property Team and its supply chain partners took on a huge challenge of walking 52 miles around the Lake District, climbing over 9,000ft in just 48 hours. The team spent over 62 hours collectively training for this fundraising trek, and raised £10,800, which was divided between Co-op's charity partner, Barnardo's, together with Mind and the Manchester Food Bank.



The team spent over 62 hours collectively training for this fundraising trek, and raised

**£10,800**



Thank you for your incredibly generous donation. Since January 2023, we have supported 5,588 individuals with food parcels. To help us meet increasing demand and provide the support our communities desperately need, we are raising funds to buy our own vehicle so we can collect and distribute higher volumes of food and deliver parcels to community members who struggle to leave their homes.

Heidi Exell  
Project Manager, Manchester Food Bank



### Having a Scottish Ball!

Every year Mitie's teams in Scotland put on a Scottish Ball, inviting colleagues, customers and suppliers, and featuring a charity auction. In FY24, 248 prizes were donated for auction with over £5,000 in cash donations, and we raised £54,720 for our selected charities Dementia UK and Macmillan Cancer Support. Mitie has raised more than £350,000 through its Scottish Ball in nine years.

Social value return on investment

**£143,101**

This figure comprises our social return on investment, calculated from Mitie colleagues spending their volunteering time on projects to enhance and protect the environment during FY24

[Find out more about how we calculated this on page 54](#)

### Bug hotels

In FY24, our Landscapes teams in Warrington built bug hotels in the local area with local school children. Three large bug hotels were built onsite using reclaimed wood and leaves and twigs, providing nesting boxes for bees and other species to live in and supporting local biodiversity. Denise Darbyshire, Contract Manager, Mitie Landscapes said: "It was a great event with lots of enthusiasm and we now have three fantastic bug hotels. We are planning to add bird boxes and feeders, hedgehog homes and wildflowers."



## Giving back continued

## Mitie's Boost to local business

Mitie's Business Boost focuses on giving back to our communities and supporting local, diverse suppliers through mentorship and investment. In late 2023, we launched our Mitie Business Boost focusing on the catering industry in West Cumbria on our Sellafield contract. This area of the UK suffers from high unemployment, so we delivered some much-needed community engagement.

In October 2023, we launched this initiative with adverts in local forums to gather interest and candidate applications. We narrowed 31 applicants down to six finalists, who were supported to develop business plans and pitch these ideas, along with their tasty propositions, to our 'Boosters' – a panel of Mitie leaders and local entrepreneurs. This expert panel selected two winners, both securing a £10,000 investment into their catering businesses and long-term commitments of mentorship, networking and business connections. An awards evening was hosted at Caterite, one of Mitie's key collaborative catering suppliers, to gather everyone involved and announce our exceptional winners.

Diversity is embedded throughout everything we do at Mitie; 83% of the finalist businesses were diversely owned, and certain adjustments were made for our diverse participants, including neurodiversity.

This initiative has the power to transform lives within the community, and through industry expert support we can ensure wider local economy impacts. One of our winners, Matthew Stockwell, who created Three Hills Gelato, said "The support I received was great. Realise HR and CBASS were very valuable, and the coaching exceeded my expectations. I'm so pleased to have won and the investment will make such a difference to my business."

“  
The Mitie Business Boost is a great demonstration of alignment to our social impact strategy, co-creating a project and involving multiple tiers within their supply chain. The lift through the donation and support the businesses receive will make a huge difference to their growth and taking those next steps.

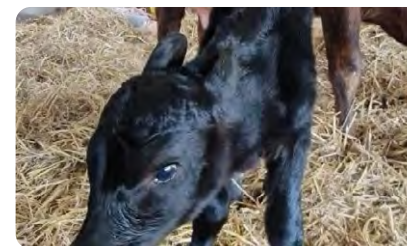
Steve Glasson  
Interim Supply Chain Director,  
Sellafield Ltd



▶ Mitie Business Boost:  
Watch the video here



Our second winner, Georgia Goulding, who created Bakes by Gina, said "From winning the Mitie Business Boost Award 2024, I've been able to employ my fourth member of staff, move from my home kitchen into a commercial premises and increase my order capacity... just in time for summer. I am really grateful to have won and receive ongoing support from everyone involved."



Matthew even named one of his new calves the 'Mitie Cow'!

Social value return on investment

**£602,072**

This figure comprises the social return on investment, calculated from Mitie's investment and its impact including hiring new employees.

➕ Find out more about how we calculated this on page 54

# Collaborating with government

## A strategic partnership to develop industry best practice

We are a strategic supplier to the government, advising and collaborating on key topics such as delivering decarbonisation, innovation, social value and developing best practice in modern slavery as part of the joint Cabinet Office and Mitie Partnership Executive Meeting (PEM) Framework. Through this Framework, we aim to develop best practice guidelines that will be widely adopted across government and accelerate its sustainability progress from a social and environmental perspective.

The PEM Framework has six key commitments. We have made positive progress against each, creating strategic solutions for each area.



**The PEM programme is a great example where collaboration between the public and private sector works. The joint focus by Cabinet Office and Mitie has captured invaluable lessons learned and new ways of working across the six key initiatives, which are now being applied by Mitie, HM Government and other strategic suppliers.**

**Graham Harvey**  
Strategic Relations Director,  
Technical Services, Mitie



Goal: develop a strategy and accompanying framework to address the role of businesses in remediating the issue of modern slavery in their supply chains and in organisations' operations, encompassing the practical implications of strategy and policy. We have developed an action plan including policy development, supplier risk assessments, whistleblowing procedures, training and continuous improvement.

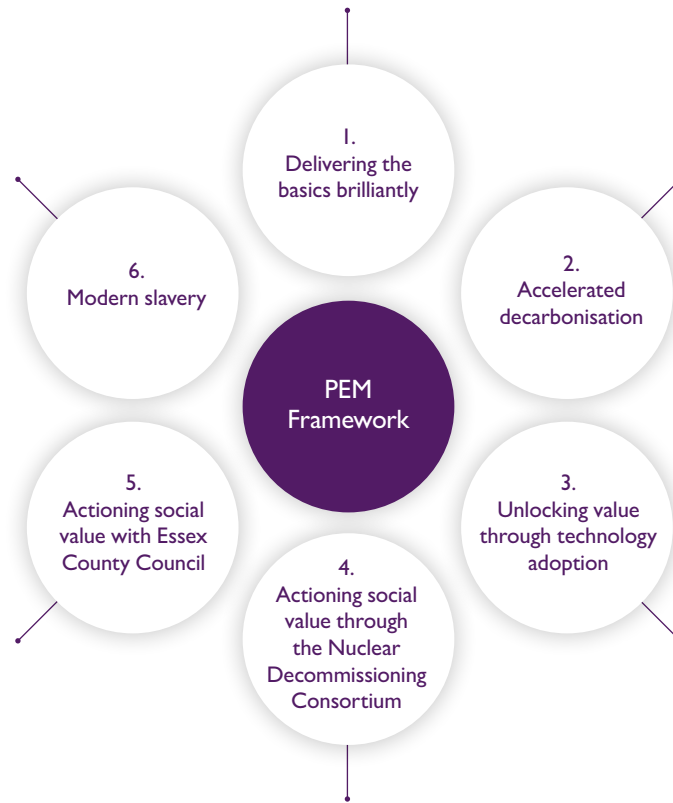
Goal: improve engagement with all stakeholders involved with children in care, ensuring positive impacts to this vital service. Employability skills and opportunities for individuals leaving the care system need to improve and we are piloting an approach that we hope to roll out across Communities division at Mitie.

Goal: continuous improvement in health and safety culture and reduction in incidents in line with Mitie targets. Development and application of contract and relationship management tool to proactively identify risks and trends that support collaborative working.

Goal: to reduce carbon emissions across the Government estate in line with Greening Government Commitment targets for 2025 and wider government targets to 2032. The PEM Governance Board Working Group has identified issues that delay decarbonisation, and proposed revised ways of working across each stage of a decarbonisation project.

Goal: to increase the awareness and demonstrate benefits of technology in a public sector context, while saving public sector money, increasing efficiency and improving wellbeing through a 'Pilot, Evaluate, Communicate' approach.

Goal: increase staff recruitment and retention of long-term unemployed through proactive and positive community engagement.



## In this section

- 63 Mitie governance
- 64 ESG oversight
- 69 Corporate Sustainability Reporting Directive (CSRD)
- 70 Our Climate Transition Plan
- 73 Task Force on Climate-related Financial Disclosures (TCFD)

# Mitie governance

## Mitie governance framework

The Company's formal governance framework underpins the Group's operations. In addition to the four main Board Committees, the Company has a Disclosure Committee and an informal Bid Committee.

The Disclosure Committee is chaired by the Chief Executive. Its members include the Chairman, Chief Financial Officer, Chief Legal Officer and the Deputy General Counsel. Its purpose is to assist and inform the decisions of the Board concerning the identification of inside information and to make recommendations about how and when the Company should disclose that information in accordance with the Company's disclosure policy.

The Bid Committee is chaired by the Chief Executive. Its members include the Chief Financial Officer, Chief Legal Officer, Chief Government & Strategy Officer and members of the sales team. The Bid Committee met weekly during FY24. Its purpose is to consider material bid submissions and to determine whether such bids meet the Group's financial, commercial and legal objectives.

## Stakeholder engagement

It is the Board's duty to understand the needs of all of our stakeholders, and to act on their feedback. This year, the Board has engaged extensively with Mitie's different stakeholder groups, with a particular focus on our colleagues.

A high proportion of our colleagues work for us on the frontline, and we never stop learning how to improve our two-way communications. Our colleague listening strategy is focused on hearing from and acting on colleague feedback and, this year, we have refreshed the Board's approach. Jennifer Duvalier, our Non-Executive Director responsible for workforce engagement, has undertaken a full programme of in-person and virtual colleague listening sessions, in which other Board members participated.

Our Board members also attend the many ED&I events run with our diversity networks across Mitie, and the Board has travelled extensively around the UK to meet colleagues over the past year.

### Mitie Group plc Board

#### Nomination Committee

Purpose: to evaluate and make recommendations regarding the composition, diversity, experience, knowledge, skills and independence of the Board and its Committees.

#### Audit Committee

Purpose: to monitor the integrity of the Group's financial reporting, review the effectiveness of the Group's internal controls and evaluate the performance of the internal audit function and external auditor.

#### Remuneration Committee

Purpose: to determine and review the Company's remuneration policy and monitor its implementation.

#### ESG Committee

Purpose: to provide oversight and governance for all of Mitie's ESG initiatives, ensuring they are aligned to Mitie's Purpose, Promises and Values.

### Mitie Group Executive (MGX)

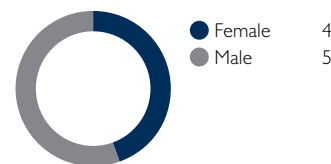
The MGX, which includes senior members of management from each business unit and central Group functions, meets weekly to discuss and implement the Group's strategic objectives. The Board is updated on matters discussed at MGX meetings at Board meetings as part of the Chief Executive's regular update paper, and on an ad hoc basis as required.

### Mitie business divisions

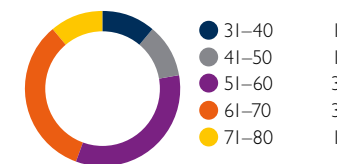
Business Services, Technical Services, Central Government & Defence, and Communities.

## Board composition dashboard

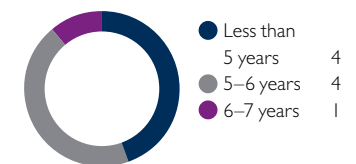
### Gender diversity as at 31 March 2024



### Director age range as at 31 March 2024



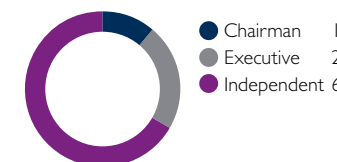
### Director tenure as at 31 March 2024



### Ethnicity diversity as at 31 March 2024



### Director independence as at 31 March 2024



# ESG oversight

## Having an effective governance structure in place is crucial to the success of our ESG programmes.

Our four levels of governance enable us to: have a platform to implement initiatives; understand the risks involved; develop opportunities for additional business growth; oversee the full programme for ESG matters – incorporating environmental, sustainability and social value; and regularly report our progress to the Board.

We have adopted a culture of continuous improvement to maintain our lead across the ESG agenda. Our size and reach with the leading organisations we work with establishes us as a key influencer; and with our Plan Zero initiatives and social mobility programmes, we can reduce the impact of climate change and improve the social value in the communities we serve.

### Governance framework



#### Board

The Board has overall responsibility for sustainability, environmental and climate-related matters, including Task Force on Climate-related Financial Disclosures (TCFD) risks and opportunities. It reviews climate-related risks and opportunities as part of its principal risks and business strategy considerations.

##### Key achievements in FY24:

- Monitored progress against social value and climate-related goals and targets
- Approval of the ESG strategy and the development of a Climate Transition Plan
- Approval of a Double Materiality Assessment to be integrated into the existing business strategy
- Reviewed and approved TCFD and principal risks and uncertainties
- Refreshed the Board's approach to improve our two-way communications through our colleague listening strategy focusing on hearing from and acting on colleague feedback
- Gifted free shares for the fourth year running, giving more to those that earn the least

#### ESG Committee

Chaired by Non-Executive Director, Salma Shah, our ESG Committee has oversight for social value, sustainability, environmental and climate-related matters, including TCFD risks and opportunities. Its key responsibilities are:

- Promoting, overseeing and monitoring the implementation of the ESG strategy on behalf of Mitie
- Ensuring Mitie conducts its business in a responsible way to achieve a positive impact on the communities, people and the environment in which it works
- Reviewing and approving Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities)

##### Key achievements in FY24:

- Adopted decarbonisation agenda for Mitie's fleet, built estate and energy consumption
- Engagement with our supply chain to ensure alignment with the Group's science-based target approach
- Ongoing review of our Net Zero progress and incorporation of carbon reduction initiatives
- Reviewed our carbon credits governance framework
- Increased the number of apprenticeships across Mitie
- Increased diversity of leadership roles and inclusivity in Mitie's culture

#### Plan Zero Steering Group

The Plan Zero Steering Group meets quarterly in line with the Risk Committee and reports to the ESG Committee. Its members represent Sustainability, Legal, Finance, Risk, Procurement and Investor Relations. Its key responsibilities include:

- Overseeing and directing the Plan Zero Working Group
- Reviewing and mitigating identified climate-related risks
- Realising climate-related opportunities
- Updating Mitie's Climate Change Risk Assessment matrix on RiskSafe (TCFD risks and opportunities)

##### Key achievements in FY24:

- Improved engagement with supply chain to influence the uptake of environmental initiatives that work towards a 1.5°C trajectory
- Identified opportunities to expand Mitie's commercial decarbonisation offering to our customers
- Updated the risk matrix to incorporate further mitigation measures
- Continued advancement of a learning and development programme to all Mitie colleagues, from the Board to those in frontline operations

#### Plan Zero Working Group

The Plan Zero Working Group meets monthly and reports to the Plan Zero Steering Group. Its members include ESG team members and operational managers from across the Group. Its key responsibilities include:

- Identifying and delivering actions to achieve Mitie's Plan Zero Initiative objectives that reduce waste, lower energy consumption and drive down carbon emissions
- Developing and reviewing Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities)

##### Key achievements in FY24:

- Exceeded our electric vehicle (EV) target: we now have 5,065 EVs and our fleet is 66% electric
- Decarbonised six buildings within our property portfolio
- Developed strategy to address plastics reduction – focus to be on what can be eliminated across all business areas
- Improved our processes around collecting our supply chain emissions



## ESG oversight continued

# Culture at Mitie

**Culture at Mitie is underpinned by our purpose: our expertise, care, technology, insight and focus on sustainability create amazing work environments, helping our customers to be Exceptional, Every Day.**

Mitie is a people business, offering facilities management services that are driven by Mitie colleagues. Our vision is to be the destination employer in the facilities management industry, creating a 'Great Place to Work', and a truly inclusive culture where our people are supported to achieve their potential. Further detail can be found in the People section on pages 41 to 51.

All Directors lead by example and promote the desired culture.

## Alignment of remuneration and culture

Successful people and organisations are clear about what they want to achieve, how they are going to get there and their progress along the way. The annual employee appraisal (MiReview) process allows Mitie to set SMART objectives in areas that really add value to the business, build development plans that help colleagues achieve their objectives and personal development goals, and ensure pay reviews are carried out in a transparent way, related directly to individual performance.

Climate targets are built into executive remuneration bonuses – in FY22, Mitie introduced ESG targets as performance measures for 15% of the Long Term Incentive Plan (LTIP) awards. The LTIP targets are disclosed in the Directors' remuneration report on pages 135 and 136 of the Annual Report 2024.

## Ethics

Mitie is committed to: promoting ED&I; eliminating discrimination; providing equality of opportunity; and encouraging inclusivity among colleagues.

All colleagues are required to adhere to Mitie's key ethics and compliance policies, which include the Employee Handbook, Ethical Business Practice Policy, People Policy, and Equality, Diversity & Inclusion Policy. Colleagues are encouraged to report any behaviours that they believe do not comply with the policies or do not meet the standards of conduct expected at Mitie. Channels for raising any such concerns include Mitie's independent whistleblowing service, line managers, People Support, directly with the Chief Executive via email to 'Grill Phil', via email to the ED&I mailbox and through Mitie's diversity networks.

Mitie's award-winning inclusion learning and development programme, Count Me In, helps us to create an environment where everyone feels supported, included and able to bring their true self to work. Count Me In continues to remain a key core offering for our colleagues. Since 2022, interactions with our Count Me In programme have grown by 285% to 185,000 interactions with the learning activities, equating to over 9,000 hours of focused learning across the business. Further details on Mitie's Count Me In programme can be found on page 57 of our Annual Report 2024 and at [www.mitiepeople.com/countmein](http://www.mitiepeople.com/countmein).

Our commitment to fostering a truly inclusive culture has been furthered this year by the development of a new Leading with Respect programme. This was developed for all people managers in our business and builds on Count Me In, our existing award-winning inclusion programme. The Leading with Respect programme provides real focus and clarity for leaders at Mitie on how to lead respectfully and encourages them to invest in building trusting and respectful

relationships with their team members, by providing practical guidance on how to create the right environment to have inclusive conversations and showing that we really care for our people.

Our people leaders go through a journey of discovery while completing the Leading with Respect programme. The content is carefully crafted to provide laser focus to ED&I, health and wellbeing, safety and employee relations matters, and empower our people managers to effectively manage grievances, absences and investigations with a colleague-focused lens. Over 3,100 people managers have completed the programme since it launched in September 2023, representing 69% of our target audience.

## How the Board assesses and monitors culture

Mitie's Values help to define the behaviours of its people and underpin its vision of The Exceptional, Every Day. An important element of Mitie's culture is establishing a 'One Mitie' way of operating across the business. The 'One Mitie' way leads to consistent, high-quality and relevant information flows across the business. Mitie's colleague listening strategy, which is focused on hearing from and acting on colleague feedback, supports the adoption of a 'One Mitie' culture which is inclusive and high performing. The strategy includes colleague listening sessions hosted by Board members and Mitie business divisions in the UK and overseas, as well as the annual colleague engagement survey, MyVoice (formerly Upload).

Members of the Board attend regular town hall events with colleagues at Mitie offices, as well as diversity network events, and those hosted by the Mitie Military network. Where virtual events are held, they include the ability for colleagues to ask questions of management via a chat box (anonymously, if preferred).

These information flows, together with direct engagement from each of Mitie's business divisions, are key to the Board's oversight of cultural matters. Mitie also measures several non-financial KPIs, such as colleague turnover, colleague engagement and lost time injury frequency rate, which allow trends and changes to be identified and monitored.

## Whistleblowing

Mitie has an independent whistleblowing service, 'Speak Up', to enable employees, customers, suppliers and third parties to report any concerns or wrongdoing anonymously, without any fear of retaliation. Mitie's whistleblowing service platform, EthicsPoint, is managed by an independent third-party service provider, Navex Global. The service can be accessed via a freephone hotline number and a web portal, details of which are made available to employees in multiple languages via workplace posters, Mitie's Employee Handbook intranet and MitiePeople.com. The service can also be accessed by customer and supplier personnel, as well as members of the public, with details being provided via [www.mitie.com](http://www.mitie.com).

The whistleblowing service and related internal procedures are structured to ensure that all reports are reviewed and investigated independently from the area of the business to which they relate, thereby minimising the risk of conflicts arising. All reports are copied to and reviewed by a central Whistleblowing Investigation Group, which includes the Deputy General Counsel and senior members of the Group's Internal Audit function. This helps to ensure transparency and enables any trends to be identified and addressed.

## ESG oversight continued

An update on whistleblowing activity is provided to the Board at every Board meeting and to the MGX as appropriate. The update includes details of incident reports received in the period between Board meetings, as well as details of ongoing investigations and the outcomes of recently completed investigations. The EthicsPoint platform provides Mitie with the ability to report by business division and by investigation status/outcome, facilitating the Board's ability to effectively track the progress of investigations and to monitor and address trends across individual business units and the Group as a whole.

### 2023 annual employee engagement survey

Mitie's annual colleague engagement surveys provide feedback that can be acted upon by the Board and management to improve colleagues' experience of working at Mitie. The results of the survey provide the Board with a Group-wide snapshot of colleague engagement levels and how employees rate Mitie's culture. A timeline with details of how this information reaches and is considered by the Board can be found in the 2024 Annual Report & Accounts. Details of 2023 colleague engagement survey insights (You Said) and actions taken (We Did) can also be found in the 2024 Annual Report & Accounts.

### Gender pay

As at 5 April 2023, Mitie's median gender pay gap had increased slightly to 7.3% (2022: 6.8%), although it remains significantly below the UK average of 14.3% (ONS). Mitie's mean gender pay gap decreased year on year to 11.2% (2022: 12.0%).

### Climate-related policy engagement

Over the past financial year, Mitie has regularly engaged with both the Government and the opposition on issues relating to the environment, most prominently on the decarbonisation of the UK's workplaces and the skills and policies needed to support this transition. This has been through a range of activities such as convening debates with like-minded organisations to talk about sustainable estates and retrofit barriers through to one-on-one meetings with political stakeholders. Other topics discussed have included the detrimental impact of upcoming fire regulations on living walls in London, and the decarbonisation of fleets in support of the UK Electric Fleet Coalition. The Chair of the All-Party Parliamentary Groups for EVs also unveiled our 4,000th EV.

We have also formally engaged with the Government on how the UK can achieve Net Zero more broadly, submitting a response to the Department for Energy Security and Net Zero's consultation, 'Scope 3 reporting in the UK reporting landscape', based on our perspective as a business that reports Scope 3 emissions, as well as our work supporting customers with their own Scope 3 reporting. Our response highlighted that accounting for and quantifying the emissions that come from the supply chain will allow businesses to develop a clearer pathway to Net Zero.

We will continue to engage on topics important to our business and our customers, such as EVs and decarbonisation, with the relevant members of the new Government.



### Designated Non-Executive Director for workforce engagement

Jennifer Duvalier is Mitie's designated Non-Executive Director responsible for oversight of the Board's engagement with Mitie colleagues. Jennifer participates directly in colleague engagement initiatives and, along with other Board members, has carried out a full programme of activities in FY24. These include colleague listening sessions, which ensure that the Board hears directly from frontline colleagues about what is working well at Mitie and what can be improved. One of Jennifer's main roles is to encourage colleagues to share their views so that she can champion their voice in Board discussions.

#### Why Jennifer?

Prior to joining the Board in 2017, Jennifer had a long career in HR, working in several large, people-driven companies going through significant transformation. Jennifer brings this wealth of experience to Mitie.

## ESG oversight continued

### Objectives

The objectives of Jennifer's programme of activities include:

- Ensuring that the Board hears from a wide cross-section of Mitie colleagues both in the UK and internationally
- Hearing from colleagues from a diverse range of backgrounds, roles, contracts and business units
- Ensuring Board and MGX involvement in key diversity network events
- Creating opportunities to get involved in the work of colleagues to better understand their lived experience at work, subject to health and safety rules
- Creating a cycle of feedback with the Board to inform decision-making and people strategy setting/deliverables, and ensure that colleagues hear what actions are taken from these discussions

### Board site visits

The Board is at the forefront of the journey to make Mitie a 'Great Place to Work' and is keen to understand the views of all colleagues and the impact its decisions have on them. During FY24, Mitie continued with its progress in relation to colleague listening sessions, with Jennifer and other Board members hosting at least one listening session with Mitie colleagues or attending a Mitie diversity network event each month. The wider Board will continue to support Jennifer by attending listening sessions and diversity network events during FY25.

The Board's role in colleague engagement is supported by Mitie's Chief People Officer and the Director of Internal Communications. In collaboration with the business division leads, the Chief People Officer and the Director of Internal Communications evaluate Mitie's annual colleague engagement survey data to propose a range of site visits that ensure effective reach to Mitie colleagues globally.

The Director of Internal Communications facilitates these visits alongside the business unit and/or account lead. While each visit varies in structure, generally Board members receive a tour of the site or receive an overview of it, hold a one-to-one meeting with managers and then hold an informal session with frontline colleagues without managers present. No specific topics for discussion are provided in advance, though the site team is advised that the Board would like to hear about their experiences of working at Mitie, whether they have any challenges, concerns or ideas for improvement, and the things that they consider Mitie does well.

A summary of what Board members hear from colleagues is shared with the whole Board ahead of Board meetings and then discussed at such meetings. Where specific matters are raised, these are discussed with members of senior management to ensure they are properly considered and appropriately addressed.

Details of the Board's engagement with colleagues are shared through Mitie's internal communication channels – Minet (colleague intranet site) and mitiepeople.com.

### Jennifer's wider activities in relation to colleague listening

The Board considers it important that colleagues' views are heard through several mediums, including feedback from managers, surveys, internal communications and digital channels (such as Yammer), to develop an inclusive, two-way and 'One Mitie' culture. As well as site visits and colleague listening sessions, Jennifer is involved in a range of other activities, including leading remuneration listening sessions, analysing feedback from Mitie's annual colleague engagement survey and regular Pulse surveys, spending time with the HR teams and attending virtual Q&A events. She also invites colleagues to contact her directly via her Mitie email address.



Jennifer at a colleague listening session.

### Why the role of designated Non-Executive Director for workforce engagement adds value (over and above other colleague engagement mechanisms)

Through hosting colleague listening sessions, Jennifer and the wider Board meet colleagues across the business and listen to their views and experiences to understand first-hand what they value about Mitie and what they would like to be different. The Board is also able to instill confidence that colleagues' views are being heard at the highest level of the organisation. In analysing the feedback received, the Board can quickly identify any recurring concerns across the business and provide assurance that these will be managed effectively and efficiently.

### Learnings and responses

Themes identified from the Board's colleague listening sessions during FY24 included:

- Expanding the EV car options for field-based colleagues (to include EVs with greater range) and increasing the number of EV charging ports at certain offices;
- Pay, benefits and recognition
- Facilities, technology and access to systems: recognised as an area for improvement
- Communications: a desire for more effective communication with colleagues across business divisions

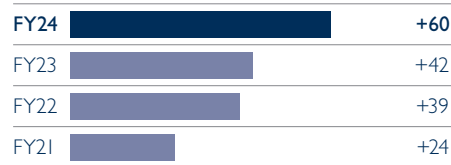
## ESG oversight continued

## Net Promoter Score (index)

Rebased to include Interserve

# 18pt

increase from previous year



### Description

Customer Net Promoter Score (NPS) is a widely used measurement derived by asking customers how likely they are to recommend a company's products and services to others. NPS continues to be an important metric for Mitie, to understand our customers' overall satisfaction with the quality of services provided and their willingness to recommend our products and services.

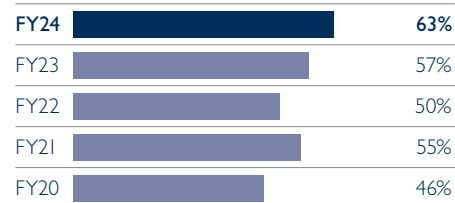
### Our achievement

Mitie's overall NPS score has reached a record +60, a meaningful 18pt improvement on the prior year and more than double the score reported in FY21, shortly after the acquisition of Interserve. Supplementary to the main NPS question, we ask a number of questions to understand how our customers feel about partnering with Mitie. The responses recognise our collaborative approach and the innovation and technology we are bringing to our customers. The FY24 survey captured feedback from over 1,000 customers.

## Employee engagement (%)

# 6ppt

increase from previous year



### Description

The Group's success is underpinned by the way Mitie leads and engages with its people. The colleague engagement (MyVoice) survey asks colleagues at Mitie how they feel about working within the organisation, and what improvements could be made. Beyond the annual survey, the Board and senior management regularly travel to UK and overseas locations to engage with all employees, including our frontline colleagues.

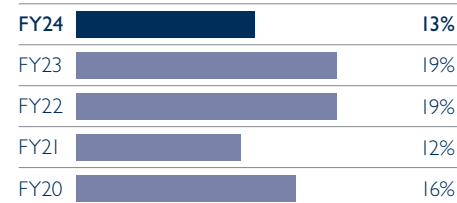
### Our achievement

The most recent annual MyVoice survey took place in April 2024. The participation rate increased by 6ppt to 60% of colleagues compared with the prior year. The overall colleague engagement score rose by 6ppt to a record high of 63% of surveyed colleagues 'fully engaged' in the year.

## Employee turnover

# 6ppt

reduction from previous year



### Description

Mitie measures the number of employees leaving us voluntarily over a 12-month period against our overall headcount. Voluntary attrition has been a focus area for a number of years as we strive to create a 'Great Place to Work' and become the employer of choice in our industry.

The data for FY21 and earlier is for Mitie prior to the acquisition of Interserve.

### Our achievement

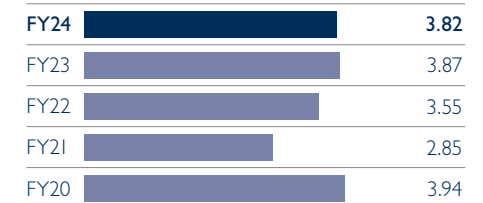
Employee turnover reduced by 6ppt to 13%. We provide our colleagues with a comprehensive industry-leading benefits package, including free shares, virtual GP access for all colleagues and those in their household, and life assurance for all colleagues. We also host a range of events attended by the Board and leadership team to promote diversity and inclusion, and ensure our colleagues have their say.

## Lost time injury frequency rate

Per million hours worked

# 0.05

decrease from previous year



### Description

Mitie's efforts to keep its people safe are of great importance and Mitie continues to focus on improving safety. Our overarching objective is to make Mitie the safest place to work, because we care, value and protect our people, the environment and society. Our injury rate is just one measure to monitor our progress towards zero harm and includes all injury severities.

### Our achievement

Mitie's commitment to ensuring near-misses and hazardous conditions are reported has helped to maintain a low number of injuries. It means potential risks can be identified and addressed before matters escalate. Accident rates have reduced compared with the prior year.

ESG oversight continued

# Corporate Sustainability Reporting Directive (CSRD)

## Double materiality assessment

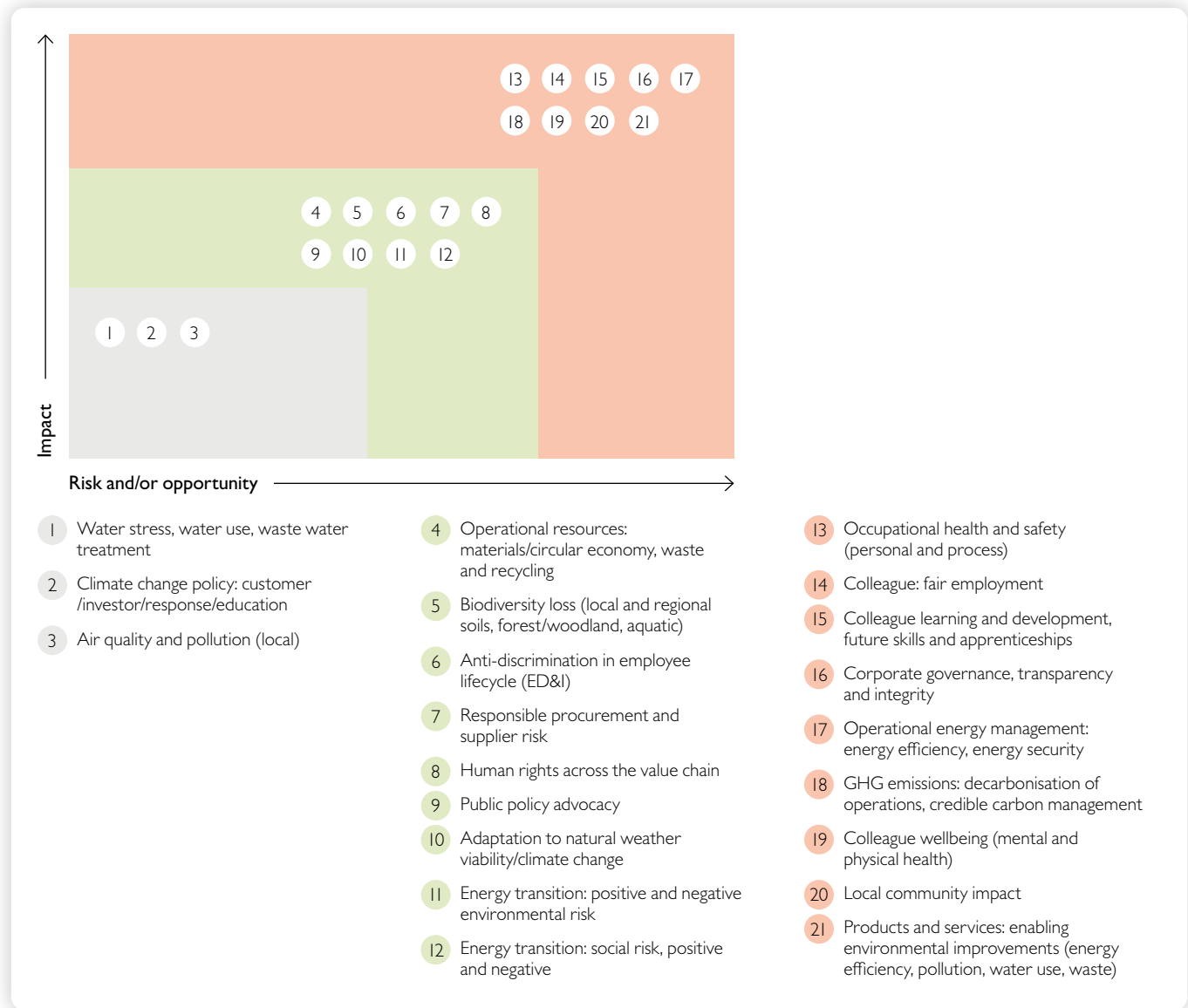
Mitie embarked on a materiality assessment during 2024. The objective of this assessment was to develop a comprehensive list of the material sustainability issues that matter most to our shareholders. This involved an assessment of impacts, risks and opportunities (IRO) to ensure that our strategy and reporting are focused, efficient and relevant.

The materiality assessment applied a recognised approach in line with the requirements of the latest global sustainability reporting disclosure rules, such as GRI Universal Standards (2021), IFRS SI (ISSB, 2023) and ESRS 2 (2023). The assessment included stakeholder engagement via interviews and an online StakeholderTALK™ survey in spring 2024.

The assessment comprised an evaluation of our impacts on the environment and society, as well as investor-relevant financial effects on Mitie. This dual 'impact-financial effects' approach has been termed 'double materiality'. Our approach is based on the Five Part Materiality Test (Accountability 2002–2018). It aligns with the SASB Five-Factor Test (2015), and it is informed by the EFRAG Materiality Guide (2024).

The relative prioritisation process also accounts for the Sustainability Context Principle and the Precautionary Principle in the evaluation of potential or actual IROs.

Research was completed using internal and external materials such as reports, policy reviews and articles. Scoring is based on criteria aligned with the relevant sections of IFRS SI and ESRS 2. A validation process with a team of senior managers and the Mitie ESG Committee completed the process. The assessment's results will now be reviewed over the coming months to ratify the material topics, as well as other topics which are below the threshold of materiality. The preliminary results are shown in the graphic.



ESG oversight continued

## Our Climate Transition Plan

Mitie is committed to environmental and societal responsibility. This Climate Transition Plan outlines our high-level ambitions to mitigate, manage and respond to climate change, while seizing opportunities in the transition to a low greenhouse gas (GHG) and climate-resilient economy.

The plan includes GHG reduction targets with short-, medium- and long-term actions to achieve our strategic goals. We have established governance and accountability mechanisms to support the plan's implementation, along with robust periodic reporting. Additionally, the plan addresses material risks and leverages opportunities for the natural environment and stakeholders, including the workforce, supply chains, communities and customers.

We have been transitioning our business towards a low-carbon economy since the launch of our Plan Zero initiative in 2020. This Climate Transition Plan builds on that success and will be regularly reviewed within a cycle of continuous improvement.

Our approach considers the collective adaptation benefits from initiatives, assets and operations, alongside associated revenue streams and cost savings.

### I. Foundation

#### Objectives and priorities

We are committed to accelerating the global transition to a Net Zero world, aligned with the goals of the Paris Agreement. Our award-winning environmental initiative, Plan Zero, follows a 'do, lead, deliver' approach where we do it for ourselves through accelerated carbon reduction in our fleet, lead the industry with ambitious and stretching targets, and use our in-house expertise to deliver exceptional decarbonisation services for our customers.

[+ Find out more: Our commitment p03](#)

#### Business model implications

Our ESG strategy is aimed at achieving key outcomes over five years and supporting customers in driving social change and transitioning to Net Zero. This approach helps us to build resilience, adapt to market changes and ensure long-term viability. We are committed to responsible practices to attract and retain eco-conscious stakeholders and explore new technologies to improve energy efficiency.

[+ Find out more: Our ESG strategy p09](#)

Mitie publishes Carbon Reduction Plans against the UK Government's Procurement Policy Note 06/21. Our plans can be found at [www.mitie.com/ppn06-21-carbon-reduction-plans/](http://www.mitie.com/ppn06-21-carbon-reduction-plans/).

Mitie reports all material carbon emissions from its value chain in the UK and in its overseas operations and our Scope 3 target includes upstream emissions in line with the GHG Protocol. Mitie ensures that all GHG emissions are externally verified and available on the company website [www.mitie.com/esg](http://www.mitie.com/esg).

[+ Find out more: GHG reporting methodology p77](#)

### 2. Implementation strategy

#### Business planning and operations

Strategy to achieve our targets:

- Eliminating Scope 1 emissions (fossil fuels) from our operations (where technology allows)
- Drive down energy consumption and adopt natural renewable sources for Scope 2 electricity emissions
- Measure, report and influence Scope 3 emissions throughout the value chain to align with the two points above
- Source credible and verified carbon credits for both social and nature-based projects to balance our Net Zero commitment

[+ Find out more: Our ESG strategy p09](#)

Our Plan Zero initiative incorporates an award-winning decarbonisation strategy that targets our material carbon emissions through various levers. Our extensive fleet of >7,700 vehicles is our primary source of direct operational carbon emissions (>90%) and, since 2019, we have been transitioning our vehicles to a full battery electric solution and have over 5,000 (66%) in operation.

We have 16 fully decarbonised offices in our estate and are continuing to invest in further built environment carbon emission reductions. We procure green energy for the premises where we are in control of the energy and have been implementing a programme of decarbonising the heating systems through replacement of existing gas boilers with low-carbon heat pumps.

[+ Find out more: Our progress p15](#)

We have undertaken a climate scenario analysis concentrating on the physical risks associated with climate proofing our direct and indirect operations and the necessary investment for adaptation requirements.

[+ Find out more: Risk and resilience p72](#)

#### Services

Our unique position of attaining an in-house Sustainability Consultancy allows Mitie to become a leader in carbon reduction, accelerating not only our journey to Net Zero, but that of our clients too. Mitie Plan Zero – Decarbonisation, Delivered™ is our campaign to support our customers, suppliers and the wider industry to set stretching Net Zero targets and achieve them, through offering our holistic end-to-end decarbonisation services.

We are market leading in our ability to combine energy, transport, circular economy, ecology and sustainability services via an integrated Plan Zero offering for the management of all utilities via our self-delivery model. Our strategy is to continue to invest in utilities, biodiversity and carbon efficiency solutions through acquisitions with a target of significantly growing the business from where it is today.

[+ Find out more: Decarbonisation, Delivered p22](#)

#### Policies and conditions

Mitie operates an EV First policy with regard to all new vehicle leases to transition away from fossil fuels. Where EV vehicle and battery technology is not advanced to maintain suitable operational deployment, such as for trucks, 4x4s and high-mileage drivers, diesel options will be used in the short term.

[+ Find out more: Plan Zero initiatives p17](#)

We will collaborate with our supply chain to enable them to decarbonise their operations in line with our own journey. We expect our suppliers to follow environmental best practice throughout their engagement with Mitie in the delivery of their services and adhere to all policy and procedure requirements, as detailed in our Social Value Guide for suppliers.

[+ Find out more: Creating a responsible supply chain p35](#)

## ESG oversight continued

### 3. Engagement strategy

#### Value chain

Our aim is to support our customers in driving positive environmental change. Our strong relationships with >3,000 public and private sector organisations position us as key promoters of sustainability and we collaborate with customers, communities and partners to foster carbon reduction to aid a transition to Net Zero, through initiatives such as decarbonisation, biodiversity and circular economy programmes.

[+ Find out more: Decarbonisation, Delivered p22](#)

We actively engage with our strategic and preferred suppliers to encourage them to improve data quality, measure environmental performance, publicly disclose carbon emissions and set their own science-based targets.

[+ Find out more: Supplier engagement p36](#)

#### Engagement with industry

As the leading Facilities Transformation business in the UK, we have the potential to positively impact the environment, make a significant difference in the workplace and deliver tangible carbon reductions to our customers, local communities and beyond. Our carbon reduction strategies are aligned to external international standards, which is reflected in our Group-wide ISO 50001 energy management and ISO 14001 environmental management systems accreditation.

We are signatories of three of the Climate Group initiatives – EPI100, EV100 and RE100 – relating to energy productivity, EV fleets and renewable energy. Aligning to the Climate Group allows us to benchmark our achievements, gives us access to a community on its own Net Zero journey, and provides opportunities to lobby for improvements relating to decarbonisation, such as green infrastructure and EV policies.

We are signatories to the Climate Pledge and the Business Ambition for 1.5°C through Race to Zero. We received third-party verification for our FY23 GHG data to ISO 14064-1 standard from our external third-party auditor.

[+ Find out more: Recognition for our progress and achievements p07](#)

#### Government and other external stakeholders

Mitie is a trusted partner and leading provider of outsourced services to the public sector, including many public authorities and ministerial departments. The Government has committed to ambitious carbon reduction targets and is therefore expected to embrace innovative new approaches to the use and maintenance of its estate and assets over the coming years.

[+ Find out more: Climate-related policy engagement p66](#)

To address the green skills gap, we continue to grow our apprenticeship programmes by supporting the development of a future talent pipeline and to increase the use of our Apprenticeship Levy funds.

We support the new mandatory sustainability reporting standards to create greater transparency such as ISSB, EFRAG and GRI.

[+ Find out more: Developing our talent p44](#)

### 4. Metrics and targets

#### Operational metrics and targets

We work on our customer sites and therefore our largest environmental impact for direct operational emissions (Scope 1 and 2) is our fleet at >90%. To date, we have successfully transitioned 66% of our fleet from fossil-fuelled vehicles to full battery electric to create one of the largest electric fleets in the UK.

#### GHG metrics and targets

We publicly report progress against 14 ESG targets on our website. To continue our progress for achieving Net Zero carbon emissions prior to the Government's target of 2050, Mitie has adopted the following carbon reduction targets, which are more ambitious than our validated science-based targets.

- Short term – committed to a Net Zero carbon target by the end of 2025 (Scope 1 and 2)
- Medium term – committed to an 80% reduction in Scope 3 emissions by 2030
- Long term – committed to a Net Zero carbon target by 2035 (Scope 3)

[+ Find out more: Our ESG targets p11](#)

#### Financial metrics and targets

We have identified climate-related risks and opportunities with potential financial and strategic impacts, primarily arising from extreme weather events, our transition to EV and our M&A strategy to invest in decarbonisation growth levers. Successfully executing this plan is expected to reduce our financial risks.

[+ Find out more: p73-75](#)

#### Carbon credits

Mitie prioritises absolute emission reduction and, where we cannot take direct action to reduce the hard-to-abate residual carbon emissions, we will purchase verified carbon credits with a balanced portfolio of social and nature-based projects. We will disclose the details of our carbon credit portfolio on an annual basis.

[+ Find out more: GHG reporting methodology p77](#)

### 5. Governance

#### Board oversight and reporting

The Board has overall responsibility for sustainability, environmental and climate-related matters. It reviews climate-related risks and opportunities as part of its principal risks and business strategy considerations. Mitie publicly discloses its carbon emissions on the website, in the Annual Report and ESG report, and to CDP.

#### Roles and responsibilities

Our four levels of governance enable us to: have a platform to implement initiatives; understand the risks involved; develop opportunities for additional business growth; oversee the full programme for climate-related matters – incorporating environmental, sustainability and social value; and regularly report our progress towards meeting our targets.

[+ Find out more: Mitie governance p63](#)

#### Culture

Our size and reach with the leading organisations we work for establishes us as a key influencer, and with our in-house decarbonisation solutions and initiatives we can mitigate climate change and improve the environment in the communities we serve.

#### Remuneration

The CEO and CFO have ESG as an underpinning consideration linked to the LTIP to drive sustainability throughout the organisation. Various senior managers receive bonuses linked to performance in this area.

[+ Find out more: Culture at Mitie p65](#)

#### Skills, competency and training

It is critical that we upskill all our colleagues in sustainability topics, and we are executing this through our apprenticeship programme and our awareness and knowledge campaign – 'Action Now – Transforming Tomorrow, Together'.

[+ Find out more: Developing our talent p46](#)

## ESG oversight continued

## Risk and resilience

### Climate scenario analysis

In FY23, we collaborated with Marsh, Mitie's insurance broker and risk advisor, to conduct a scenario analysis concentrating on the physical risks associated with climate change. This analysis aimed to improve our understanding of extreme weather events as well as the probability of long-term critical asset damage and failure. It encompassed all major climate-induced physical damage threats under two representative concentration pathways (RCPs):

- RCP 2.6, a best-case scenario, limiting the temperature increase to below 2°C
- RCP 8.5, a worst-case scenario, where emissions continue to rise throughout the 21st century, reaching around 3°C

The assessment covered 500 sites, comprising the Mitie estate and locations occupied by our key supply chain partners and selected Key Accounts. The results indicated that Mitie's portfolio is generally low risk, with 87% of assets classified as having a medium- or lower-risk score. Medium- or high-risk sites were predominantly at risk of flood exposure. After deeper analysis, we found that sea-level rise is anticipated to become a primary area of increased risk for Mitie, with 10 sites at high or extreme risk for RCP 2.6 by 2050 and 28 sites at extreme risk for RCP 2.6 by 2100.

In FY24, we focused on the outcomes of these findings and implemented a range of initiatives to tackle the identified associated risks. This involved working closely alongside our strategic partners in India to enhance our business resilience testing and develop specialised training for our operational teams, increasing their understanding of the threats posed by extreme weather conditions.

For example, we created a podcast during FY24, 'Braving the Storm: Preparations for Weathering Climate Extremes', which was showcased at our inaugural Risk and Resilience Week, held in May 2024. Our Business Resilience eLearning training course now includes a mandatory climate-related extreme weather exercise.

### Progress in ethical business practice

We administer all risks using our automated risk management platform, Risk Safe. This platform includes a comprehensive Risk Register encompassing anti-bribery, corruption and fraud risks, which are examined on a quarterly basis, in line with our Enterprise Risk Management Framework. Registering all risks on Risk Safe enables accountability to be established and ensures that all risks are managed consistently.

The Mitie Fraud Framework outlines how we deal with fraud concerns, including our no retaliation policy if a concern is raised in good faith. We encourage colleagues to report ethical concerns at an early stage through our independent 'Speak Up' whistleblowing line. Allegations of fraud are investigated as a matter of priority by the Investigations team. Once an investigation is completed, we take necessary actions to address the issue and any identified weaknesses in internal controls. A final report together with an action plan is issued to the affected business unit to ensure lessons are learned, with the Audit Committee receiving a regular overview.

### Increasing fraud awareness

Mitie's Ethical Business Practice Policy includes information on our zero-tolerance approach to bribery, corruption and fraud. Our subject matter experts include dedicated fraud specialists in our Group Internal Audit team. The Investigations team delivers regular fraud awareness sessions on emerging legislative and regulatory changes and trends, and we schedule an annual Fraud Awareness Week to boost education and awareness of fraud and latest developments. Our eLearning fraud-related module is accessible for all colleagues on our Learning Hub.

### Developing internal controls

Over FY24, we have continued to enhance our Internal Controls Framework to ensure rigour around financial reporting and reduce fraud risk, including:

- Proactive data-led reviews to identify fraud risks and strengthen preventative controls around fraud, including mandatory training for Mitie colleagues. This means we can act proactively instead of waiting for fraud to be reported, and provide additional assurance on fraud mitigation to Business Units and our Board.
- Aligning our internal controls with the Committee of Sponsoring Organisations (COSO) Framework, ensuring consistency with best practice and encompassing fraud and incorporating a maturity model that helps us to assess our risk performance and culture of compliance.

### Risk and Resilience Week

In May 2024, we hosted our inaugural Risk and Resilience Week to highlight the significance of risk management while we build resilience to tackle diverse challenges. Throughout the week, speakers from various divisions throughout Mitie covered topics such as the essential nature of supply chain resilience, practical guidance for safeguarding the Company from cyber-threats, using intelligence for efficient risk management, and adapting to climate extremes. The week culminated with colleagues participating in the yearly risk maturity assessment, enabling us to assess the risk climate across the Group.



ESG oversight continued

## Task Force on Climate-related Financial Disclosures (TCFD)

The Group's approach to TCFD reporting continues to evolve, and this year has been no exception. Mitie is a strong advocate of TCFD reporting, recognising its potential to create a positive impact in the fight against climate change, especially as the disclosure of information regarding the financial implications can help redirect investments towards more sustainable and resilient solutions.

### TCFD summary

A summary table aligned to the TCFD requirements has been provided to help signpost where Mitie's compliance has been demonstrated. Mitie recognises that the TCFD is not a static framework, and every year as more becomes known about the evolving climate change landscape, the need to ensure the right improvements are driven at the right time is paramount. Therefore, we have updated our compliance key to highlight where we will be driving improvements during the next financial year.

For more information, see page 64 of our 2024 Annual Report and Accounts where we outline our continual improvement in our disclosures, as well as our TCFD journey to date.



TCFD recommendation	Recommended disclosures	Compliance position		
		FY22	FY23	FY24
<b>Governance</b> Disclose the organisation's governance around climate-related risks and opportunities.	A. Describe the Board's oversight of climate-related risks and opportunities.	●	●	●
	B. Describe management's role in assessing and managing climate-related risks and opportunities.	●	●	●
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.	A. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	●	●	●
	B. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	●	●	●
	C. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	●	●	●
<b>Risk management</b> Disclose how the organisation identifies, assesses and manages climate-related risks.	A. Describe the organisation's processes for identifying and assessing climate-related risks.	●	●	●
	B. Describe the organisation's processes for managing climate-related risks.	●	●	●
	C. Describe how the processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	●	●	●
<b>Metrics and targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	A. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	●	●	●
	B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.	●	●	●
	C. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	●	●	●

- Disclosure consistent with the recommended disclosure.
- Disclosure consistent with the recommended disclosure, further improvement opportunities planned.
- Disclosure not consistent with the recommended disclosure.

## ESG oversight continued

## Macro-level climate-related risks and opportunities

The table below reviews five key climate-related risks, and includes current mitigation measures, potential financial impact and Mitie's latest working assumptions. This methodology, developed in partnership with our insurance broker and risk advisor Marsh, seeks to create a sustainable risk quantification framework that quantifies both principal business risks but also climate risks, with the scope in FY24 broadened beyond physical factors. As a result of the work, we have assessed the potential impact, our suggested strategic response, and the time horizon and financial impact of such a risk based on a set of assumptions.

Risk/opportunity description	Impact	Strategic response	Financial assessment and assumptions	Time horizon	Worst case	Most likely case	Best case
<b>1. Extreme weather events</b> Physical risk Short–medium term	Increased costs owing to damage to assets.  Impacts felt universally – Mitie (UK and overseas), customers and subcontracting and strategic partners affected.	<ul style="list-style-type: none"> <li>Enhanced HSE standards and processes</li> <li>ISO 22301 certified</li> <li>Planned preventative maintenance schedules aligned to seasonal changes</li> <li>Estates strategy in place and continually reviewed</li> <li>Insurance coverage</li> <li>Ongoing scenario testing</li> </ul>	The modelling assumes that around four extreme weather events occur annually. It also incorporates the NATHAN approach which is a global assessment of natural hazard risks and impacts in order to help calculate the financial repercussions of severe weather incidents on Mitie's asset portfolio.	Short Medium Long	  	  	  
<b>2. Increasing summer temperatures</b> Physical risk Medium–long term	Increased costs resulting from absenteeism and reduced productivity.  Impacts felt universally – Mitie (UK and overseas), customers and subcontracting and strategic partners affected.	<ul style="list-style-type: none"> <li>Occupational health strategy embedded</li> <li>Ongoing sickness monitoring</li> <li>Health surveillance and monitoring framework</li> <li>Seasonal alerts reminding colleagues of risks and associated controls to be followed</li> <li>Planned preventative maintenance schedules aligned to seasonal changes</li> </ul>	The modelling is based on costs related to heat-related sickness experienced by frontline staff and the productivity costs incurred by both back-office and frontline staff at Mitie due to absences.	Short Medium Long	  	  	  
<b>3. Decarbonising supply chain</b> Transition risk Short–medium term	Increased costs arising from the purchase of carbon offsets in order to meet emissions targets.	<ul style="list-style-type: none"> <li>Procurement leads identified</li> <li>Ongoing engagement with supply chain</li> </ul>	The modelling assumes that the purchase of carbon credits will be required to achieve Mitie's Scope 3 net emissions objective, resulting in an increase in Group expenditure.	Short Medium Long	  	  	  

The key for the financial assessment is as follows:

Low impact = minimal material impact on EBIT (<5%)  
 Medium impact = significant material impact on EBIT (5%–10%)  
 High impact = critical material impact on EBIT (>10%)

ESG oversight continued

Risk/opportunity description	Impact	Strategic response	Financial assessment and assumptions	Time horizon	Worst case	Most likely case	Best case
<b>4. Switching from fossil fuels to low-carbon alternatives for fleet operations</b> Opportunity Medium–long term	Opportunities felt predominately in Mitie operations (Technical Services, Business Services, CG&D and Communities) (UK and overseas).  Impacts felt universally across the Group.	<ul style="list-style-type: none"> <li>Plan Zero commitment – 85% EV fleet by the end of 2025</li> <li>Ongoing review of EV transition</li> <li>Deployment of charging points at Mitie and customer sites, as well as colleagues' homes</li> </ul>	The modelling assumes that by FY35 the Group's fleet will consist entirely of EVs. The associated leasing expenses are expected to rise by 6% per year, with fuel costs determined by average annual mileage and cost per mile. As the Group shifts entirely to EVs, charging expenses are estimated based on average annual mileage.	Short	<span style="color: red;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
				Medium	<span style="color: red;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
				Long	<span style="color: red;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
<b>5. Changes in customer behaviours resulting in lost opportunities</b> Transition risk Medium–long term	Revenue reduction if Mitie cannot keep up with demand for the services.  Impacts felt universally across the Group (UK and overseas).	<ul style="list-style-type: none"> <li>Ongoing review of customer behaviours via ESG governance framework</li> <li>Ongoing review and development of customer propositions</li> <li>Feedback gathered internally via various channels</li> </ul>	The modelling assumes that Mitie is able to grow its decarbonisation business at the same annual growth rate as its markets.	Short	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
				Medium	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>
				Long	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>

The climate modelling framework incorporates three time horizons, namely short (1–3 years), medium (3–10 years) and long (10–15 years). This approach has been adopted to ensure alignment with the Group's enterprise risk management strategy.

Details of the completed financial assessments have been incorporated into the TCFD and underpinned by assumptions.

The key for the financial assessment is as follows:

- Low impact = minimal material impact on EBIT (<5%)
- Medium impact = significant material impact on EBIT (5%–10%)
- High impact = critical material impact on EBIT (>10%)

# Data

## Environmental targets

### Science-based targets and progress

Near term Target	Progress
Reduce absolute Scope 1 and 2 GHG emissions by 29.4% by FY27, from a FY22 base year.	We reported 16,871 tonnes in FY24 (18.1% reduction and 65% towards target).
Continue to annually source 100% renewable electricity through to FY27.	Mitie sources 100% renewable electricity for sites where we control the energy procurement (100% of target achieved).
Reduce absolute Scope 3 GHG emissions from fuel and energy-related activities, waste generated in operations, business travel and colleague employee commuting by 25.2% by FY27, from a FY22 base year.	We reported 57,236 tonnes in FY24 (11.6% reduction and 56% towards target).
60% of our suppliers (by spend), covering purchased goods and services, upstream transportation and distribution, will have committed to a science-based target methodology by FY27.	We reported 14% suppliers in FY24 (23% towards target).
Long term Target	Progress
Reduce absolute Scope 1, 2 and 3 GHG emissions by 90% by FY46, from a FY22 base year.	We reported 289,460 tonnes in FY24 (17.6% reduction and 20% towards target).
Net Zero Target	Progress
Net Zero GHG emissions across the value chain by FY46, from a FY22 base year.	We reported 289,460 tonnes in FY24 (17.6% reduction and 18% towards target).

To achieve these targets, we continue to implement our Plan Zero initiative and embed sustainability throughout Mitie and our services and processes. We are prioritising direct emissions reductions to achieve true decarbonisation. All residual emissions will be neutralised in line with SBTi criteria before reaching Net Zero emissions.

With our decarbonisation expertise and in-house experience, Mitie has committed to more ambitious targets, through our Plan Zero Initiative, than those validated by the SBTi. These targets are Net Zero operational emissions by 2025 and Net Zero non-operational emissions by 2035.

Carbon targets (tCO <sub>2</sub> e)	FY22 New baseline <sup>1</sup>	FY23	FY24	FY25	FY26
Scope 1 and 2	20,596	20,300	16,900	12,775	8,400
Scope 3	332,035	315,433	296,507	275,752	253,692
<b>Total</b>	<b>352,631</b>	<b>335,733</b>	<b>313,407</b>	<b>288,527</b>	<b>262,092</b>

1. The baseline for Scope 1 and 2 emissions remains the same for FY22 and FY23, reflecting the UK-only targets. From FY24 onwards, the targets have been updated to include both UK and overseas reporting.

Science-based carbon targets (tCO <sub>2</sub> e)	FY22 baseline	FY23	FY24	FY25	FY26
SBTi Scope 1 and 2	20,596	19,558	18,520	17,482	16,444
SBTi Scope 3	332,035	317,085	302,135	287,185	272,235
<b>SBTi Total</b>	<b>352,631</b>	<b>336,643</b>	<b>320,655</b>	<b>304,667</b>	<b>288,679</b>

Note: Carbon credits have been included from FY24 onwards.

## Environmental data

The below table provides further details on our UK environmental performance:

	FY23	FY24	Change from previous year	% change from previous year
Electricity consumed across occupied buildings (kWh)	4,931,269	<b>4,790,022</b>	-141,247	-3%
Gas consumed across occupied buildings (kWh)	1,668,849	<b>817,131</b>	-851,718	-51%
Fuel used by vehicles for business travel (kWh)	80,238,049	<b>76,605,383</b>	-3,632,666	-5%
Electricity used by EV vehicles for business travel (kWh)	7,331,647	<b>8,684,230</b>	1,352,583	18%
Total organisational energy consumption (kWh)	94,169,814	<b>90,896,766</b>	-3,273,048	-3%
Water consumed across occupied buildings (m <sup>3</sup> )	16,392	<b>27,941</b>	11,549	70%
Total waste generated across occupied buildings (tonnes)	306	<b>398</b>	92	30%
Total waste to landfill (tonnes)	2	<b>0</b>	-2	-100%
Energy from waste (tonnes)	82	<b>188</b>	106	129%
Total waste recycled (tonnes)	222	<b>210</b>	-12	-5%
Recycling rate	72%	<b>53%</b>	-19ppt	

# GHG reporting methodology statement for FY24

## Reporting period

Emissions are reported against the accounting year covering the period 1 April 2023 to 31 March 2024.

## Reporting boundary

Financial control authority – Mitie reports any emissions from its operations for which it can directly influence financial and operational policies to gain economic benefit.

## Greenhouse gases

All GHG emissions are reported in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) to account for all six of the Kyoto Protocol GHGs.

## Emissions factors

Mitie has applied the UK Government's GHG reporting conversion factors for 2023.

## Science-based target validation

Mitie has validated near-term, long-term and Net Zero science-based targets.

## Baseline year

A new baseline was introduced for FY22 in line with our Energy Review Methodology procedure. Our carbon targets are shown in the tables on page 76.

## Intensity ratio

Mitie uses tCO<sub>2</sub>e/£m revenue as its intensity ratio to compare its emissions over time as it normalises for changes in the scale of Mitie's business activities.

## Exclusions

Mitie does not report fugitive emissions (refrigerant leakage) from refrigeration and air-conditioning systems in leased properties or fleet. This is due to the difficulty in obtaining centralised data on refrigerant top-ups and owing to many of our buildings being out of scope as landlords manage the HVAC systems. Given the size and types of emission sources listed by Mitie, fugitive emissions are expected to be a very small proportion of total emissions and are therefore considered immaterial.

## Verified emissions reduction carbon credits (VER)

For FY24, we purchased 4,500 VER carbon credits to offset our Scope 1 and 2 emissions. The credits are verified by Gold Standard (Project: GS10789 VPA61) and were retired against FY24 carbon emissions.

## FY24 – Carbon emissions breakdown

	FY24 emissions (tCO <sub>2</sub> e)	%
Electricity	1,042	0%
Gas	156	0%
Water	5	0%
Transport/travel	32,595	11%
Waste	7	0%
Commuting/working from home	45,549	16%
Supply chain	215,353	73%
<b>Total<sup>1</sup></b>	<b>294,707</b>	<b>100%</b>
Mitie Scope 1 and 2 (UK and overseas)	21,371	
Mitie Scope 3 (UK and overseas)	273,336	
<b>Total<sup>1</sup></b>	<b>294,707</b>	

1. This total is excluding the purchase of 4,500 verified carbon credits.

## GHG reporting methodology statement for FY24 continued

## Scope of emissions

### Scope 1 – Direct emissions

#### On-site fuel combustion

- Gas directly purchased for heating or generation across leased property managed by Mitie

#### Company vehicles

- Fuel purchased for fleet vehicles

#### Fugitive emissions

- Refrigerant leaks from air-conditioning (RAC) equipment in leased assets and fleet vehicles<sup>1</sup>

### Scope 2 – Indirect emissions

#### Purchased electricity

- Electricity directly purchased across leased property and EVs managed by Mitie

### Scope 3 – Other indirect emissions

#### Purchased goods and services

- Purchased goods and services from supply chain

#### Fuel and energy-related activities

- Electricity transmission and distribution (T&D) losses
- Upstream emissions associated with the extraction of purchased fuels and gas
- Gas and electricity recharges across leased property managed by the landlord

#### Upstream transportation and distribution

- Transportation of goods

#### Waste

- Waste generation across leased property

#### Water

- Water usage across leased property

#### Business travel

- Expensed air, road and rail travel (including hotel stays)

#### Colleague commuting

- Commuting (all forms of transport)
- Working from home

#### Process

Mitie follows the reporting approach set out in the UK Government's Environmental Reporting Guidance (2019 version) to ensure that reporting standards are robust and transparent.

For most of its major emissions sources, Mitie uses primary data from automatic meter readings, utility bills, service charge data and expensed claims.

Emissions data is collated centrally by Mitie Energy on a quarterly basis and then restated at the end of the year to reflect any changes or to replace any estimated data with actual data (where available). Emissions figures are verified by the ESG team, who have overall responsibility for ensuring the calculations and methodology are correct.

Mitie obtained independent verification on the accuracy of selected information included in Mitie's FY24 GHG UK emissions and water consumption data sets, in accordance with (1) ISO 4064-1 Specification with guidance at the organisation level for quantification and reporting of GHG emissions and removals, and (2) GRI, G4 Sustainability Reporting Guidelines.

1. Fugitive emissions are not reported as outlined in the exclusions statement.

## Data sources

### Scope 1 and 2

#### Gas and electricity consumption

Information is populated from automatic meter readings (AMRs), invoiced data, service charge data and estimates. AMR data has priority, followed by supplier or service charge data. If none of this is available, then an estimate will be generated based on all data for other sites. This is used to calculate an average kWh/m<sup>2</sup> for the Mitie estate, and the estimate is this average multiplied by the floor area for the site in question. For sites where, in addition to a direct supply, there is also a service charge for energy use within the communal areas, the figures are added together.

For sites where invoiced data is only available for a partial period, the data has been apportioned based on the average kWh/day for each site, based on the billing data that is held. Unless advised otherwise by property, sites are assumed to have all supplies in place. This information is taken from the Mitie Property Master Site List, which is updated in real time. Data is obtained from the data collector for HH/AMR data, the SRI80 export from Optima for invoiced data and directly from the landlords for service charge data.

Where leased building utility data is unavailable, estimations are made using an anticipated energy use per square metre. This is calculated using a combination of half-hourly meter readings and actual billing data received across the estate. For sites where invoice data is only available for a partial period, the available data is apportioned using an average kWh/day figure based on known utility data from other sites.

#### Company vehicles

Data is provided by Mitie's fuel card provider, and users then submit their monthly business and personal mileage via our Fleet Data Platform.

As personal mileage must not be included within the report, we have undertaken a check of the data, comparing total business miles and total personal miles, and agreeing that the percentage split is 77% of consumption for business purposes. Within the raw data sets is the 100% figure, and this split is then calculated within the Consumption and Environmental tabs. This ensures that the raw data within the report matches the files received from the Fleet team.

### Scope 3

#### Purchased goods and services

Supplier spend data is based on paid invoices for FY23 and the primary Coupa (digital supplier portal) categories were used to determine the supplier's principal activity. Suppliers representing 60% of overall category spend falling into Scope 3 were identified and a hybrid approach using analysis of publicly available data (revenue and carbon) in conjunction with the EEIO spend based model was used to calculate emissions through applying Mitie's spend with each supplier as a percentage of its turnover. Publicly reported data was collected and sourced from Companies House (a UK Government website) and/or the supplier's own website. The Scope 3 emissions figures for this 60% of category spend are extrapolated to 100% to provide the final reported figure.

#### Upstream transportation and distribution

Emissions calculated for the delivery and transportation of goods to Mitie-run facilities, including our own estate and customer contract premises.

#### Fuel and energy-related activities

Scope 1 and 2 data is used and Defra emissions factors for Scope 3 are then applied. Landlord recharge data is calculated from service charge bills or estimated from an anticipated energy use per square metre. This is calculated using actual billing data received.

## GHG reporting methodology statement for FY24 continued

## Data sources continued

<b>Waste</b>	<p>Waste data is collated by our waste management provider.</p> <p>This data is obtained from a detailed set of scenarios to ensure that we capture not only the material that Mitie Waste and Environment (MWE) collects but also more detailed information on landlord sites. The data we have is therefore split into four scenarios:</p> <ol style="list-style-type: none"> <li>1. Sites where MWE provides all the services (general waste, dry mixed recycling, confidential paper and food) and we therefore have a complete picture of the waste types/volumes and headcount. This data is used as the basis for the other scenarios as it shows all waste streams, and we can then apportion the waste stream by type by headcount. This can then be used for landlord sites.</li> <li>2. Sites where MWE provides some of the services and some are provided by the landlord. For example, we provide confidential paper, but the landlord provides general waste, dry mixed recycling and food. For these sites we use the actual data from the services we provide and then we do an apportionment for the services we do not cover based upon the kg/person we have for the sites in scenario 1.</li> <li>3. Sites where all the services are provided by the landlord, but we know which waste streams they collect. The data for these sites is based upon the headcount for those buildings and the data from scenario 1 so we make an apportionment based upon this (similar to scenario 2).</li> <li>4. Sites where all the services are provided by the landlord, but we do not know which waste streams they collect. For this set of sites, we use a general waste figure only and report this as landfill. There has been communication with all landlords for new sites to ascertain what services are provided and if the waste is landfill or energy from waste. After this has been provided, we will then be able to move these sites into scenario 3.</li> </ol>
<b>Water</b>	Utility bills are verified through our internal bureau service within Mitie Energy. Any billing data is cross-referenced against meter-read data where available. Service charge bills are used for buildings where the landlord recharges utilities.
<b>Business travel</b>	Business travel (air, rail and hotel stays) is provided by our corporate travel provider in a report from its dashboard.
<b>Colleague commuting</b>	A commuting survey is undertaken annually to establish commuting patterns and incorporates working from home emissions.

## Estimations

Where leased building utility data is unavailable, estimations are made using an anticipated energy use per square metre. This is calculated using a combination of half-hourly meter readings and actual billing data received across the estate. For sites where invoice data is only available for a partial period, the available data is apportioned using an average kWh/day figure based on known utility data from other sites. Waste data is estimated using an average waste per desk figure based on actual data we receive.

## FY24 position

At Mitie, we see the climate emergency as a business-critical issue that needs to be addressed within our operations.

Four years ago, we launched our industry-leading Plan Zero commitment to set a clear pathway on how we will decarbonise our business and reach Net Zero carbon emissions by the end of 2025 (Scope 1 and 2).

This focuses on three key areas:

- Eliminate carbon emissions from power and transport
- Eradicate non-sustainable waste
- Enhance inefficient buildings to meet the highest environmental standards

## GHG reporting methodology statement for FY24 continued

Mitie's absolute emissions, excluding carbon credits, have decreased by 9% and emissions intensity has decreased by 14%. Mitie is seeing a 25% decrease in carbon emissions from gas consumption for heating and a 17% increase in emissions from electricity consumption for our built estate and EV charging. We attribute these changes to our decarbonisation programme to replace fossil-fuelled heating systems with low-carbon heat pumps. It is further noted that Mitie has increased its carbon inventory with some significant acquisitions over this period.

In line with our expectations, we continue to see a steady increase in electricity consumption for our EVs as we transition further to an all-electric fleet. Mitie has increased the EVs in service since last year by 1,871 with a total of 5,065 in operation (66% of the fleet) and this initiative will continue to eliminate our Scope 1 emissions from diesel. Our total fleet has increased by 310 vehicles following recent acquisitions and contract wins.

We report our full Scope 3 emissions from our supply chain and have seen a reduction in emissions due to more accurate and transparent analysis from publicly available data.

### Absolute emissions

	Emissions	FY23	FY24	Change from previous year	% change from previous year
UK only	<b>Total Scope 1 (tCO<sub>2</sub>e)</b>	<b>19,225</b>	<b>18,265</b>	<b>-960</b>	<b>-5%</b>
	Emissions from fuel combustion across our fleet	19,177	18,229	-948	-5%
	Emissions from fuel combustion in our occupied buildings	48	36	-12	-25%
Overseas	<b>Total Scope 1 (tCO<sub>2</sub>e)</b>	<b>1,305</b>	<b>873</b>	<b>-432</b>	<b>-33%</b>
	Emissions from fuel combustion across our fleet	1,305	873	-432	-33%
UK and overseas	<b>Total Scope 1 (tCO<sub>2</sub>e)</b>	<b>20,530</b>	<b>19,138</b>	<b>-1,392</b>	<b>-7%</b>
UK only	<b>Total Scope 2 (tCO<sub>2</sub>e)</b>	<b>1,890</b>	<b>2,228</b>	<b>338</b>	<b>18%</b>
	Emissions from the purchase of electricity across occupied buildings (location based)	433	430	-3	-1%
	Emissions from electricity combustion across our EV fleet	1,457	1,798	341	23%
Overseas	<b>Total Scope 2 (tCO<sub>2</sub>e)</b>	<b>19</b>	<b>5</b>	<b>-14</b>	<b>-74%</b>
	Emissions from the purchase of electricity across occupied buildings (location based)	19	5	-14	-74%
UK & overseas	<b>Total Scope 2 (tCO<sub>2</sub>e)</b>	<b>1,909</b>	<b>2,233</b>	<b>324</b>	<b>17%</b>
UK only	<b>Total Scope 1 and 2 (location based)</b>	<b>21,115</b>	<b>20,493</b>	<b>-622</b>	<b>-3%</b>
	<b>Total Scope 1 and 2 (market based)</b>	<b>20,682</b>	<b>20,063</b>	<b>-619</b>	<b>-3%</b>
Overseas	<b>Total Scope 1 and 2 (location based)</b>	<b>1,324</b>	<b>878</b>	<b>-446</b>	<b>-34%</b>
	<b>Total Scope 1 and 2 (market based)</b>	<b>1,324</b>	<b>878</b>	<b>-446</b>	<b>-34%</b>
UK and overseas	<b>Total Scope 1 and 2 (location based)</b>	<b>22,439</b>	<b>21,371</b>	<b>-1,068</b>	<b>-5%</b>
	<b>Total Scope 1 and 2 (market based)</b>	<b>22,006</b>	<b>20,941</b>	<b>-1,065</b>	<b>-5%</b>
	<b>Purchased verified emissions reduction carbon credits (VER)</b>		<b>-4,500</b>		
	<b>Total Scope 1 and 2 (location based) incl. VER</b>		<b>16,871</b>		
	<b>Intensity – emissions ratio</b>				
UK only	<b>tCO<sub>2</sub>e/£m revenue (Scope 1 and 2)</b>	<b>5.21</b>	<b>4.55</b>	<b>-0.66</b>	<b>-13%</b>
UK and overseas	<b>tCO<sub>2</sub>e/£m revenue (Scope 1 and 2)</b>	<b>5.54</b>	<b>4.75</b>	<b>-0.79</b>	<b>-14%</b>
	<b>tCO<sub>2</sub>e/£m revenue (Scope 1 and 2) incl. VER</b>		<b>3.75</b>		
UK only	<b>Total Scope 3 (tCO<sub>2</sub>e)</b>	<b>298,950</b>	<b>268,668</b>	<b>-30,282</b>	<b>-10%</b>
	Mitie-generated Scope 3	52,932	53,315	383	1%
	Supply chain emissions	246,018	215,353	-30,665	-12%
Overseas	<b>Total Scope 3 (tCO<sub>2</sub>e)</b>	<b>1,164</b>	<b>4,668</b>	<b>3,504</b>	<b>301%</b>
	Mitie-generated Scope 3	1,164	4,668	3,504	301%
UK and overseas	<b>Total Scope 3 (tCO<sub>2</sub>e)</b>	<b>300,114</b>	<b>273,336</b>	<b>-26,778</b>	<b>-9%</b>
UK and overseas	<b>Total Scope 1, 2 and 3 (tCO<sub>2</sub>e)</b>	<b>322,553</b>	<b>294,707</b>	<b>-27,846</b>	<b>-9%</b>
	<b>Total Scope 1, 2 and 3 (tCO<sub>2</sub>e) incl. VER</b>	<b>322,553</b>	<b>290,207</b>	<b>-32,346</b>	<b>-10%</b>



## GHG reporting methodology statement for FY24 continued

Resource	Details	Scope	Units	FY22 New baseline year	FY23 Annual total	FY24 Annual total	% change vs baseline	% change vs previous year
Gas	Mitie supplies	Scope 1	tCO <sub>2</sub> e	42.95	47.61	<b>35.95</b>	-19%	-32%
Transport fuel	Fleet (liquid fuel)	Scope 1	tCO <sub>2</sub> e	19,371.28	20,482.13	<b>19,102.02</b>	-1%	-7%
Electricity	Mitie supplies – generation	Scope 2	tCO <sub>2</sub> e	307.09	530.07	<b>528.18</b>	42%	0%
Transport fuel	Electricity (EV)	Scope 2	tCO <sub>2</sub> e	875.32	1,456.87	<b>1,797.59</b>	51%	19%
EV charging	Electricity (EV)	Scope 2	tCO <sub>2</sub> e	–	-77.74	<b>-92.93</b>	–	16%
Carbon offsets						<b>-4,500</b>		
Gas	Mitie supplies – upstream	Scope 3	tCO <sub>2</sub> e	48.74	51.90	<b>6.01</b>	-711%	-764%
Gas	Landlord supplies	Scope 3	tCO <sub>2</sub> e	243.73	259.98	<b>114.43</b>	-113%	-127%
Electricity	Mitie supplies – T&D losses	Scope 3	tCO <sub>2</sub> e	84.61	94.35	<b>45.26</b>	-87%	-108%
Electricity	Landlord supplies – all	Scope 3	tCO <sub>2</sub> e	649.01	520.28	<b>561.63</b>	-16%	7%
Water	All	Scope 3	tCO <sub>2</sub> e	0.65	2.44	<b>4.94</b>	87%	51%
Landfill waste	–	Scope 3	tCO <sub>2</sub> e	8.82	1.03	<b>–</b>	0%	0%
EFW/recycled/AD waste	–	Scope 3	tCO <sub>2</sub> e	7.44	5.41	<b>7.35</b>	-1%	26%
Transport fuel	Fleet –upstream	Scope 3	tCO <sub>2</sub> e	4,871.63	4,751.92	<b>6,466.14</b>	25%	27%
Transport fuel	Electricity (EV) – upstream	Scope 3	tCO <sub>2</sub> e	29.56	50.88	<b>155.67</b>	81%	67%
Business travel	Rail	Scope 3	tCO <sub>2</sub> e	166.53	241.12	<b>430.30</b>	61%	44%
Business travel	Air	Scope 3	tCO <sub>2</sub> e	279.69	885.87	<b>3,895.88</b>	93%	77%
Business travel	Hotel stay	Scope 3	tCO <sub>2</sub> e	832.25	733.70	<b>746.86</b>	-11%	2%
Commuting	Commuting survey	Scope 3	tCO <sub>2</sub> e	310.21	45,540.84	<b>44,214.51</b>	99%	-3%
Working from home	Working from home	Scope 3	tCO <sub>2</sub> e	403.44	957.01	<b>1,333.96</b>	70%	28%
Supply chain	Purchased goods and services	Scope 3	tCO <sub>2</sub> e	257,010.14	215,556.40	<b>209,399.07</b>	-23%	-3%
Supply chain total	Upstream transport and distribution	Scope 3	tCO <sub>2</sub> e	9,060.36	30,461.30	<b>5,954.06</b>	-52%	-412%
Electricity total	All	All Scopes	tCO <sub>2</sub> e	1,040.71	1,066.96	<b>1,042.15</b>	0%	-2%
Gas total	All	All Scopes	tCO <sub>2</sub> e	335.42	359.49	<b>156.39</b>	-114%	-130%
Transport total	All	All Scopes	tCO <sub>2</sub> e	25,594.01	27,868.79	<b>31,847.59</b>	20%	12%
Water total	All	Scope 3	tCO <sub>2</sub> e	0.65	2.44	<b>4.94</b>	87%	51%
Waste total	All	Scope 3	tCO <sub>2</sub> e	16.26	6.44	<b>7.35</b>	-121%	12%
Supply chain	All	Scope 3	tCO <sub>2</sub> e	266,070.50	246,017.70	<b>215,353.13</b>	-24%	-12%
Total by Scope		Scope 1	tCO <sub>2</sub> e	19,414.23	20,529.74	<b>19,137.97</b>	-1%	-7%
Total by Scope		Scope 2	tCO <sub>2</sub> e	1,182.41	1,909.20	<b>2,232.84</b>	47%	14%
Total by Scope		Scope 3	tCO <sub>2</sub> e	274,006.83	300,114.45	<b>273,336.06</b>	0%	-10%
Total		All Scopes	tCO <sub>2</sub> e	294,603.47	322,553.39	<b>294,706.87</b>	0%	-9%
Total	incl. VER	All Scopes	tCO <sub>2</sub> e	–	–	<b>290,206.87</b>	–	–
Total	3 excluding upstream	Scope 3	tCO <sub>2</sub> e	259,911.92	264,704.09	<b>260,708.93</b>	0%	-2%
Total excluding upstream		All Scopes	tCO <sub>2</sub> e	280,508.56	287,143.03	<b>282,079.73</b>	1%	-2%
Intensity	–	Scope 1&2	tCO <sub>2</sub> e/employee	0.31	0.39	<b>0.37</b>	14%	-7%
Intensity	–	Scope 1&2	tCO <sub>2</sub> e/£m	5.28	5.54	<b>4.75</b>	-11%	-17%
Intensity	Water	–	m <sup>3</sup> /employee	0.07	0.29	<b>0.48</b>	86%	40%
Intensity	Water	–	tCO <sub>2</sub> e/employee	0.00	0.00	<b>0.00</b>	88%	49%
Intensity	Water	–	tCO <sub>2</sub> e/£m	0.00	0.00	<b>0.00</b>	85%	45%
Intensity	Created waste	–	tCO <sub>2</sub> e/employee	–	–	<b>–</b>	–	–



-  More information  
Visit our corporate website:  
[www.mitie.com/investors](http://www.mitie.com/investors)
-  Follow us on X (formerly Twitter):  
[@mitie](https://twitter.com/mitie)
-  Visit our LinkedIn page:  
[www.linkedin.com/company/mitie/](http://www.linkedin.com/company/mitie/)
-  Watch our latest content:  
[www.youtube.com/user/mitiegrouplc](http://www.youtube.com/user/mitiegrouplc)