

People policy

Purpose and scope

This policy supports our commitment to providing a rewarding, fair and sustainable working environment for our people. It applies to all employees, in all our operating countries.

Policy objectives

Mitie is a people business. The talent, skills and proper conduct of our employees enable us to achieve excellence, and enhance our business performance and brand. Maintaining positive and harmonious working relationships with our people is critical to our long-term success – and we can only achieve this through consultation, open dialogue, and demonstrating our compliance with all relevant laws, standards and regulations. We also seek to match ‘best practice’ wherever possible. Our approach is based on delivering the exceptional, every day.

- Our promise to our people: a place to work where you can thrive and be your best every day.
- Our culture – our core values and how we behave:
 - We are one Mitie: we work as one to deliver a seamless, unrivalled service. We are all in it together, if we can help a customer or colleague in any way, we will. We are one Mitie.
 - We are built on integrity and trust: integrity and trust are at the heart of all we do. We are the face of company. We treat others as we would like to be treated. We are proud to work for Mitie.
 - We go the extra mile: whether it’s keeping things running smoothly in a safe environment, looking for new ways to do things better or fixing problems, going the extra mile for our colleagues and customers and keeping our promises is in our DNA.
 - Our diversity makes us stronger: we are very proud of our rich and diverse culture and backgrounds. Our diversity creates ideas and insights. Everyone at Mitie has a voice and is treated as an equal.
 - Our customers’ business, is our business: we are a partner, trusted for our expertise and for putting our customers at the heart of everything we do.

This policy should be read in conjunction with our **Inclusion policy**.

Requirements

Compliance with employment laws, regulations and client requirements

- We must be able to demonstrate full compliance with all relevant employment, UN human rights, the ILO convention, legislation, standards, regulations and contractual requirements for screening and vetting; and
- We will specify circumstances where our people are required to adhere to additional requirements, either for their own protection, that of our clients or where internal functions and controls require.

People management framework

- **Talent strategy, planning and recruitment:** Talent management and succession must be aligned to business planning activities and inform all recruitment initiatives;
- **Induction:** All employees must receive appropriate induction or familiarisation training;
- **Remuneration and reward:** Financial and non-financial remuneration must reflect the capability, skills and experience of the individual and incentivise behaviours in line with our principles;
- **People development:** We will ensure that our people have access to appropriate training, development and progression opportunities;
- **Performance management:** Appropriate mechanisms must be in place to evaluate, monitor and manage employee performance through effective feedback, development and review conversations. We will always seek to resolve any issues through informal discussion, before resorting to more formal channels;
- **Grievances and whistleblowing:** Appropriate channels must be available to encourage employees to raise concerns informally, as well as through formal processes; and
- **Exit management:** Appropriate arrangements must be in place to support employees who leave the company through retirement, redundancy, or termination (voluntary or otherwise).

Wellbeing at work:

- We will provide access to wellbeing support for our people, such as occupational health and an Employee Assistance Programme;
- We will treat every employee with respect and dignity, and operate a zero-tolerance policy on discrimination, harassment, violence and aggressive behaviour at work; and
- We will not tolerate the use of alcohol, drugs or substances that will cause impairment or impact upon the ability of our people to work safely.

One Mitie: communication and responding to requests for information

- HR procedure documents available on the business management system may be shared with clients and other external parties where relevant. Brand standards must be maintained at all times to ensure a consistent message.

Responsibilities

The CEO is responsible for:

- Reviewing, endorsing and achieving this policy's aims.

The PLC Board is responsible for:

- Ensuring that an appropriate HR and people management framework is in place to deliver sustainable business performance and ensure compliance with applicable laws, regulations and standards; and
- Providing employees with access to development and career progression opportunities.

The Group Human Resources (HR) Director is responsible for:

- Administering this policy on behalf of the CEO; and
- Developing and rolling out the supporting strategies to drive continual performance improvement.

The HR Team is responsible for:

- Providing competent advice and support to the Executive Board, the Division and Business Managing Directors, and any other key stakeholders, to support compliance with established policies and procedures;
- Keeping all related procedures and the employee handbook under review and up to date; and
- Monitoring employment practices across Mitie.

Divisional/Business Managing Directors, supported by the Business HR Directors are responsible for:

- Ensuring appropriate frameworks are in place to manage employees throughout the employee lifecycle, and complying with the minimum standards set out in Group HR procedures;
- Disseminating, implementing and complying with this policy and supporting strategies;
- Promptly escalating to the Executive Board any material known, anticipated or suspected breach of employment laws, regulations and standards;
- Ensuring local arrangements are compliant with all applicable laws, regulations and standards;
- Notifying the Executive Board where the application of local arrangements is anticipated to result in financial loss, harm to employees, loss of licence to operate or damage to the brand; and
- Leading by example to protect the Mitie brand and champion knowledge sharing across the divisions.

Managers are responsible for:

- Implementing and maintaining the processes and procedures;
- Ensuring that their people are aware of their responsibilities and receive appropriate training;
- Making sure that effective performance management, induction, recruitment, vetting, disciplinary and grievance procedures are in place and operating effectively; and
- Addressing any inappropriate behaviour.

Employees are responsible for:

- Carrying out their work in line with this policy, associated procedures and the employee handbook;
- Applying our values and behaviours in everything they do;
- Challenging any behaviour that falls short of the expectations of this policy; and
- Identifying any breaches of this policy and reporting them to their line manager.

What will successful implementation of this policy achieve?

- Recognition by external bodies in the form of awards, nominations, accreditations, and so on;
- Improving internal staff engagement results; and
- Improving quantitative and qualitative data trends, including benchmarking against FTSE organisations.



Phil Bentley
Chief Executive Officer
Mitie Group PLC

12 February 2020