



mitie



Mitie Gender Pay Gap Report 2019

The exceptional, every day.



Foreword

Our people are at the heart of our business, helping to deliver the exceptional every day. Our diversity is a major part of who we are – we all have different skills, insight, styles, expertise, and experiences. We are proud of the scale and diversity of our workforce and the breadth of skills and expertise our colleagues offer to our clients. Our diversity makes us stronger.

Our strategy is to 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. With many programmes launched or embedded over the last 12 months, we are making steady progress in the right direction.

As at 4th April 2019 (the snapshot date for this report), the median pay gap for Mitie Group plc was 4.6% (versus 6.1% the previous year) which compares favourably with the UK national median pay gap of 17.3%. Our mean gender pay gap has also decreased to 10.4% (versus 13.8% the previous year).

Whilst this is a positive step in the right direction, we are not complacent and are committed to continuing our efforts to further reduce the gap by focusing on programmes that can really make a difference.

Our efforts over the past 12 months have centred around four areas. These continue to form part of a long-term, sustainable approach focused on improving the representation of women, and all underrepresented groups, across all organisational levels. They are as follows:

- 1. Leadership:** Enabling more women into leadership positions through targeted development interventions for female talent;
- 2. Resourcing:** Ensuring our resourcing is fully inclusive and we are hiring from a diverse talent pool;
- 3. Career Development:** Take action that supports the career progression of under-represented groups; and
- 4. Reward & Recognition:** Create a powerful, engaging, and diverse reward & recognition proposition that rewards the right behaviour and celebrates inclusion.

The following pages present our data for 2019, provides some background about who Mitie are and explains what Gender Pay Reporting is and is not.

I can confirm that the data provided has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Damian Kelly
Group Head of Reward

Some background about Mitie

Founded in 1987, Mitie is the UK's leading facilities management and professional services company. We offer a range of services including Technical Services (Engineering Services, Energy, Water and Real Estate Services), Business Services (Security, Cleaning and Office Services) and Specialist Services (Care & Custody, Landscapes and Waste Management).

Mitie employs 48,900 people across the country, looking after a large, diverse, blue-chip customer base, from banks and retailers, to hospitals, schools and critical government strategic assets.

Mitie takes care of its customers' people and buildings, by delivering the basics brilliantly and by deploying advanced technology. We are pioneering the Connected Workspace, using smart analytics to provide valuable insight and deliver efficiencies to create outstanding work environments for customers.

We also believe it's important to take a longer-term view in terms of both action plans and progress to close our gap as there are many factors that can influence the numbers (positively and negatively) on a yearly basis. For example, the constant shifting composition of the workforce as people join and leave the organisation and welcoming more women into early careers programmes can result in a short term widening of the pay gap.

What is the Gender Pay Gap?

Every year employers with more than 250 employees must report the following data:

- Gender pay gap;
- Gender bonus gap;
- Proportion of men and women receiving bonuses; and
- Proportion of men and women in each quartile of the organisation's pay structure.

The gender pay gap is not the same as equal pay. The gender pay gap is the difference between average male and female pay across an organisation and across all roles. Equal pay means that men and women receive the same pay for carrying out the same work or equivalent work.

Our Data for April 2019

We have two legal entities employing 250 or more employees in the UK. The data below is for the Mitie Group (i.e. the combination of both entities). The data for our two legal entities is set out in the table on the last page.

Mean and median gender pay gap	Mean pay gap		Median pay gap	
The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive, expressed as a percentage of male employees' earnings.	2019	10.4%	2019	4.6%
	2018	13.8%	2018	6.1%
The median gender pay gap is the difference in the midpoints of the ranges of hourly rates of pay for men and women, expressed as a percentage of male employees' earnings.	2017	16.0%	2017	0.0%
The UK gender pay gap for all employees is 17.3% (ONS)				
Mean and median gender bonus gap	Mean		Median	
The mean gender bonus gap is the difference in average bonus pay that male and female employees receive, expressed as a percentage of male employees' earnings.	2019	49.7%	2019	8.9%
	2018	47.3%	2018	65.5%
The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women, expressed as a percentage of male employees' earnings.	2017	71.0%	2017	77.4%
Proportion of males and females receiving a bonus	Men		Women	
This is the percentage of men and women who received bonus pay in the 12 months up to 5th April 2019.	2019	7.5%	2019	6.3%

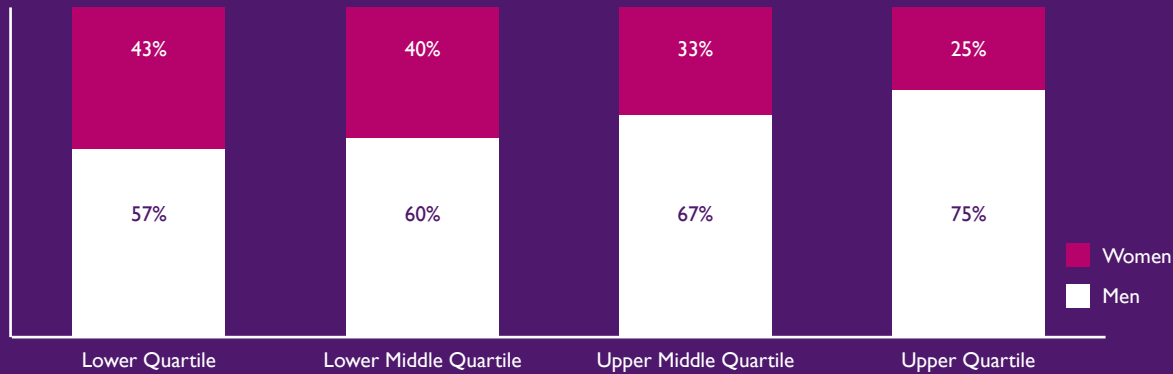
Note; the decrease in the median bonus gap from 65.5% to 8.9%, whilst welcomed, is driven by a shift in the median figures, down £300 for men and up £200 for women, caused by the number of men receiving a bonus decreasing and the number of women increasing.



Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts). The overall proportion of males and females within Mitie is 35.8% female and 64.2% male.

Proportion of Males and Females by pay quartile 2019



A key contributor to our gender pay gap is that we have an imbalance in the number of men and women at various levels within the organisational structure. We have fewer women than men in our more senior positions and typically people in more senior positions receive the highest pay. This impacts the hourly pay and the bonus pay figures, because bonuses tend to be paid to those in the most senior positions to keep pace with market rates and to ensure we can attract and retain the best talent.

Gender Pay Gap data for legal entities with 250 or more employees

Mitie Ltd							
	Median			Mean			
	2019	2018	2017	2019	2018	2017	Difference 2018 to 2019
Pay Gap	4.5%	5.0%	-	10.4%	12.9%	-	-2.5%
Bonus Gap	8.6%	65.0%	-	49.7%	48.9%	-	0.8%
	Men			Women			
	2019	2018	2017	2019	2018	2017	Difference 2018 to 2019
% of employees receiving bonus	7.6%	9.0%	-	6.4%	6.0%	-	0.4%
No. of employees in each pay quartile	Men			Women			
	2019	2018	2017	2019	2018	2017	Difference 2018 to 2019
Upper	75%	73%	-	25%	27%	-	-2.0%
Upper Middle	67%	61%	-	33%	39%	-	-6.0%
Lower Middle	60%	59%	-	40%	41%	-	-1.0%
Lower	57%	48%	-	43%	52%	-	-9.0%

Care and Custody Ltd						
	Median			Mean		
	2019	2018	2017	2019	2018	2017
Pay Gap	6.6%	-	-	5.0%	-	-
Bonus Gap	37.5%	-	-	18.7%	-	-
	Men			Women		
	2019	2018	2017	2019	2018	2017
% of employees receiving bonus	1.6%	-	-	1.9%	-	-
No. of employees in each pay quartile	Men			Women		
	2019	2018	2017	2019	2018	2017
Upper	77%	-	-	23%	-	-
Upper Middle	69%	-	-	31%	-	-
Lower Middle	57%	-	-	43%	-	-
Lower	60%	-	-	40%	-	-