

# Gender and Ethnicity Pay Gap Report 2024

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Our diversity  
makes us stronger



# Chief People Officer's Statement

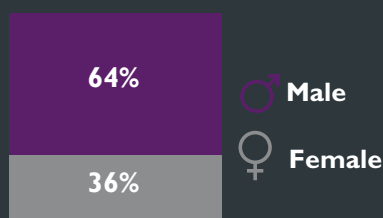
Our exceptional colleagues all play a vital role, not only in Mitie's success, but that of our customers. That's why we strive to do everything we can to inspire and enable our people to achieve their potential. We do this by actively putting the processes, tools and technology in place to support their development and success.

Representing colleagues from all walks of life including 149 nationalities, just over 21,000 females, colleagues living with disabilities and neurodiversity, colleagues identifying as LGBTQ+, parents, carers, veterans, and reservists.

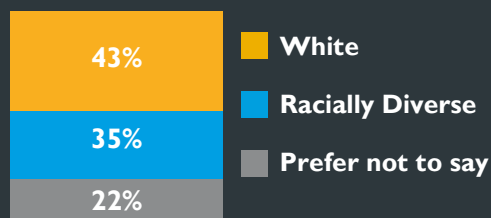
We welcome the different experiences, insights, skills and expertise our colleagues bring, helping us deliver the exceptional, everyday. We recognise that our diversity makes us stronger.

Our ambition is to represent the diversity of our communities and customers among our workforce, from the frontline to the boardroom. To achieve this we have set ourselves some bold commitments. We continue to make solid progress against our Equality, Diversity and Inclusion goals which support our aspiration to be the destination employer in the facilities management industry, see page 10 for more details.

As at 5 April 2024 (the snapshot date for this report), the Mitie median gender pay gap has decreased to 6.6% (from 7.3% in 2023) and is still below the UK average of 13.1% (ONS in 2024). The mean pay gap has decreased to 7.2% (from 11.2% in 2023). The median bonus gap is -19.8%, changing from 33.3% in 2022 (in 2023 the gap was 0.0% due to the Winter Support Package). In addition, more colleagues, both female and male, have received a bonus payment (13.9% in 2024 v 13.5% in 2022. This increased to 67.9% in 2023 due to the Winter Support Package), impacting the mean and median bonus pay gap.



PROPORTION OF MALE AND FEMALE COLLEAGUES



OVERALL ETHNICITY PROPORTIONS OF COLLEAGUES IN MITIE 2024

We recognise there is still a lot more to be done on our journey to reduce our pay gap. This report presents our data and the actions we took for 2024 and I am committed to continue to close the gap.

Kathryn Dolan  
Chief People Officer

\*We invested £10m in a Winter Support Package in 2023 to help our lowest paid colleagues with the cost of living crisis by offering a bonus of up to £125, which as a result has equalised the bonus median to 0% in 2023. This has had the anticipated impact on our bonus data this year.

# What is the Gender Pay Gap?

The Pay Gap is the difference in average earnings between groups of colleagues across our business, regardless of their role.

Gender Pay Gap Regulations state we must report, for any entity with 250 or more colleagues, the following:

- Gender Pay Gap
- Gender Bonus Gap
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure.

In addition, we voluntarily report on the Ethnicity pay gap on the following areas:

- Ethnicity Pay Gap
- Ethnicity Bonus Gap
- Proportion of white & racially diverse colleagues receiving bonus
- Proportion of racially diverse and white colleagues in each quartile of the organisation's pay structure.

## How is it calculated?

### Median

If we lined all our male and female colleagues in two rows, from highest paid to lowest paid the person in the middle is the median. The median pay gap is the difference between the middle male and middle female colleague.

We do the same for racially diverse and white colleagues.



### Quartiles

Quartiles are calculated by ranking the pay of all colleagues from lowest to highest and then splitting into four equally sized groups, showing the percentage of females and males in each group.

### Mean

To calculate the mean pay gap we take the average pay of all our male colleagues and compare it to the average pay of all our female colleagues.

We do the same for racially diverse and white colleagues.



### Gender Identity

Gender Pay Gap regulations require us to identify all colleagues as either male or female. This in no way impacts our support or inclusion of all gender identities at Mitie.



# Gender Pay Gap Data for April 2024

Mitie has two legal entities that employ more than 250 colleagues in the UK.

The table below displays the overall gender pay gap for Mitie Group as a whole. A breakdown by legal entity can be found in Appendix I. The proportion of females is 36% to males 64% in 2024.

## Mitie Group

Mean and median gender pay gap

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 colleagues' earnings.

The mean gender pay gap is the difference in average hourly rates of pay that male and female colleagues receive, expressed as a percentage of male colleagues' earnings.

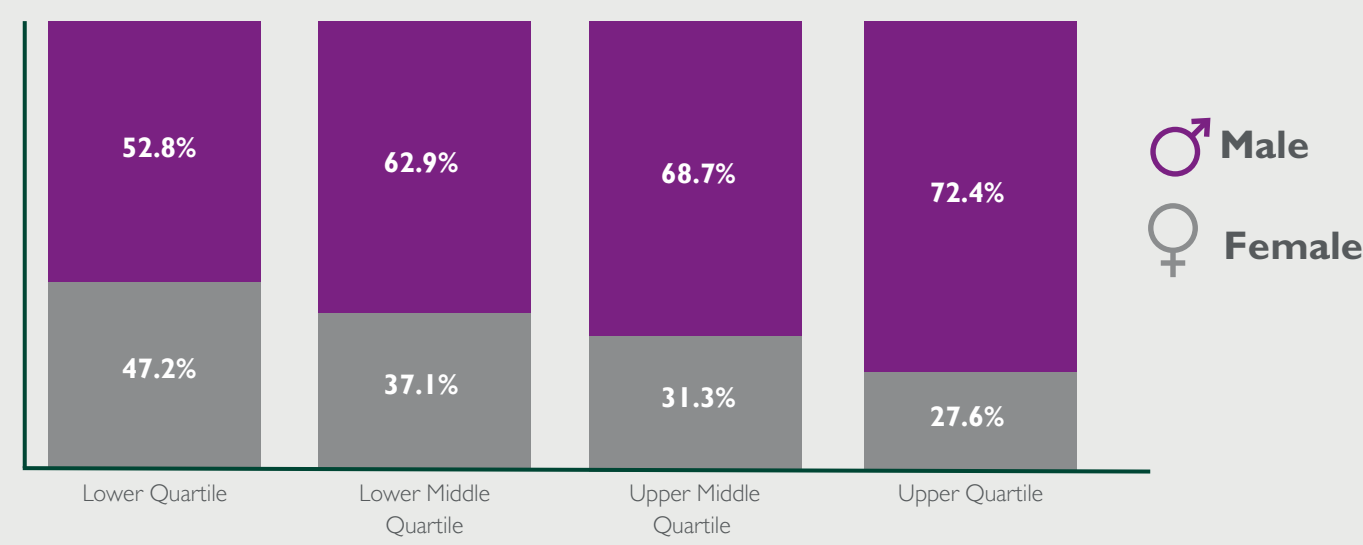
Year	Median Pay Gap	Mean Pay Gap
2024	6.6%	7.2%
2023	7.3%	11.2%
2022	6.8%	12.0%



# Proportion of males and females by pay quartile

This is the percentage of male and female colleagues in four quartile pay bands (dividing our workforce into four equal parts).

Proportion of males and females by pay quartile 2024



Our gender pay gap exists because women hold fewer senior positions than men and typically people in more senior roles received the highest pay. This impacts the hourly pay and bonus figures, because bonuses tend to be paid to those in the most senior positions to keep pace with market practices and to ensure we continue to attract and retain the best talent.

There are fewer females in the Lower Quartile and Lower Middle Quartile, and higher female representation in the Upper Quartiles compared to 2023; this shows that our strategic focus on improving female representation is having a positive impact. Moving forward we will increase our efforts on improving female representation in the Upper Middle and Lower Middle Quartile, which will create a stronger pipeline of talent for the future.

# Our Gender Bonus Gap Data for April 2024

The table below displays the overall bonus gap for Mitie Group as a whole. A breakdown by legal entity can be found in Appendix I.

Mean and median gender bonus gap		Year	Median Bonus Gap	Mean Bonus Gap
<p>The median gender bonus gap is the difference in the midpoints of the ranges bonus pay received by men and women, expressed as a percentage of male colleagues' bonus.</p> <p>The mean gender bonus gap is the difference in average bonus pay that male and female colleagues receive, expressed as a percentage of male colleagues' bonus.</p>		2024	-19.8%	49.2%
		2023 reported figures	0.0%*	57.8%*
		2023 without Winter Support Package	-2.7%	37.6%
		2022	33.3%	52.0%
		2021	-16.4%	29.0%

Employees receiving a bonus		Year	Male	Female
<p>This is the percentage of men and women who received bonus pay in the 12 months prior to the snapshot date.</p>		2024	13.9%	10.2%
		2023	68.0%*	76.9%*
		2022	14.0%	12.6%
		2021	9.0%	5.8%

\*We invested £10m in a Winter Support Package to help our lowest paid colleagues with the cost of living crisis by offering a bonus of up to £125, which as a result equalised the bonus median to 0% in 2023.

In 2023 there was an increased number of female colleagues receiving a bonus(76.9% in 2023 v 12.6% in 2022) compared to 68% male due to the payment of the Winter Support Package. If we exclude the Winter Support Package from the 2023 numbers the bonus median gap would be -2.7% and the bonus mean gap would be 37.6%.

# Ethnicity Pay Gap Data for April 2024

For the fourth year, we are voluntarily disclosing the ethnicity pay gap as at 5 April 2024. We have followed the same reporting methodology used to report our statutory gender pay gap when calculating the ethnicity pay gap.

The following table displays the overall ethnicity pay gap data for Mitie Group as a whole and the graph at the bottom of the page, shows the disaggregated ethnicity pay gap data.

## Mitie Group

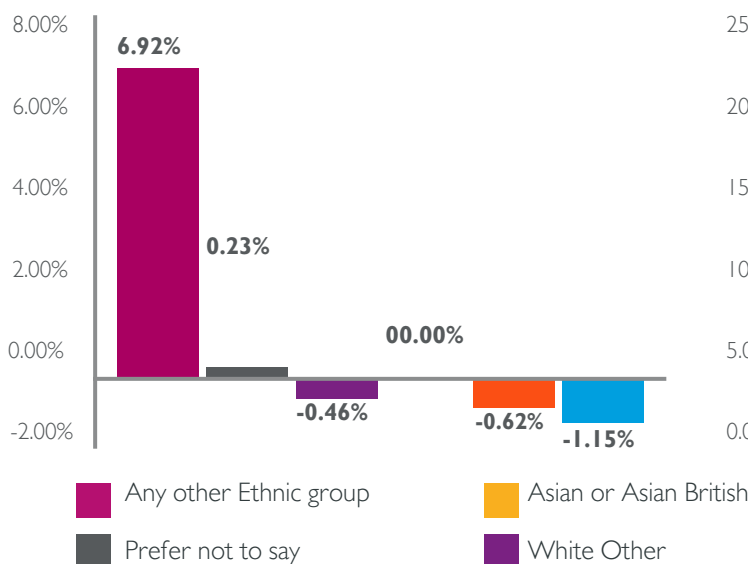
Mean and median ethnicity pay gap
The median ethnicity pay gap is the difference in the midpoints of the ranges of hourly rates of pay for white and racially diverse colleagues.
The mean ethnicity pay gap is the difference in average hourly rates of pay that white and racially diverse colleagues receive.

Year	Median Pay Gap	Mean Pay Gap
2024	-0.2%	13.5%
2023	-1.3%	13.5%
2022	1.1%	14.8%

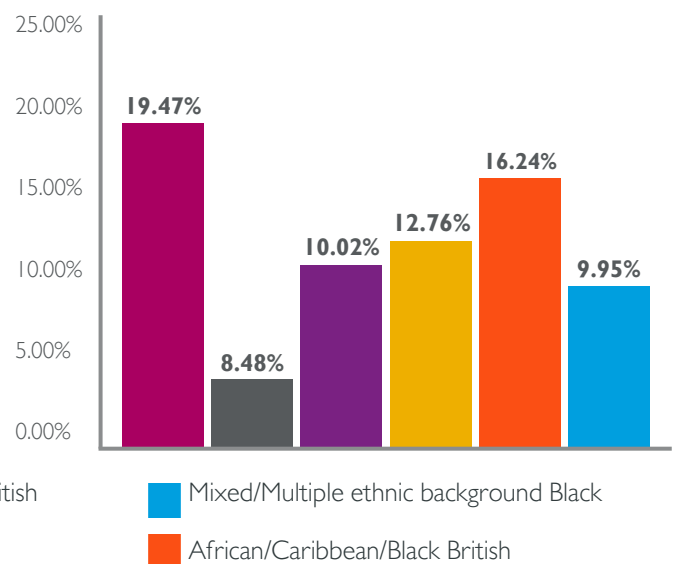
Our median ethnicity pay gap, which is the difference in the midpoints of the ranges of hourly rates of pay for white and racially diverse colleagues has increased from -1.3% in 2023 to -0.2%. The mean pay gap has stayed the same as 2023 at 13.5%.

The median pay gap is in favour of all disaggregated racially diverse colleagues, apart from the "any other ethnic group" which we recognise there is a gap and we are reviewing how best to address this.

## 2024 Median Pay Gap



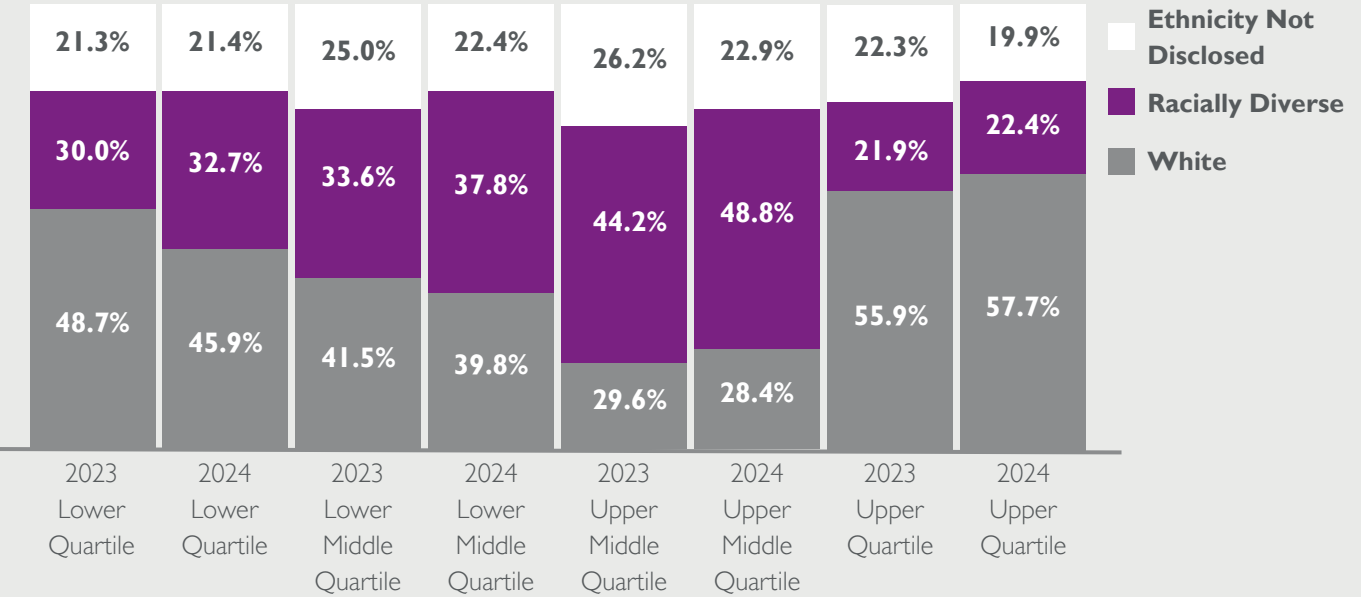
## 2024 Mean Pay Gap



# Proportion of white and racially diverse by pay quartile

This is the percentage of white, racially diverse and ‘Prefer not to say’ colleagues in four quartile pay bands (dividing our workforce into four equal parts). The ethnicity data has also been disaggregated in the table at the bottom of the page, to highlight the split in the pay quartiles.

Proportion of ethnicity by pay quartile 2024



Ethnicity	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Any other Ethnic group	4.4%	1.8%	2.4%	1.2%
Asian or Asian British	9.3%	13.3%	15.7%	6.8%
Black African/Caribbean/Black British	9.4%	11.6%	17.6%	5.2%
Mixed/Multiple ethnic background	2.0%	2.3%	3.3%	2.0%
Prefer not to say	21.4%	22.4%	22.9%	19.9%
White	45.9%	39.8%	28.4%	57.7%
White Other	7.7%	8.8%	9.8%	7.3%

We have seen an 3% increase in racially diverse colleagues across almost all categories from 32% in 2023 to 35% in 2024.

We recognise that not all colleagues have shared their diversity data with us, impacting the accuracy of our reporting. To improve this, we launched our “This is Me” campaign to build colleague trust and confidence in data disclosure, enabling us to identify and address inequalities that exist.



# Ethnicity Bonus Gap Data for April 2024

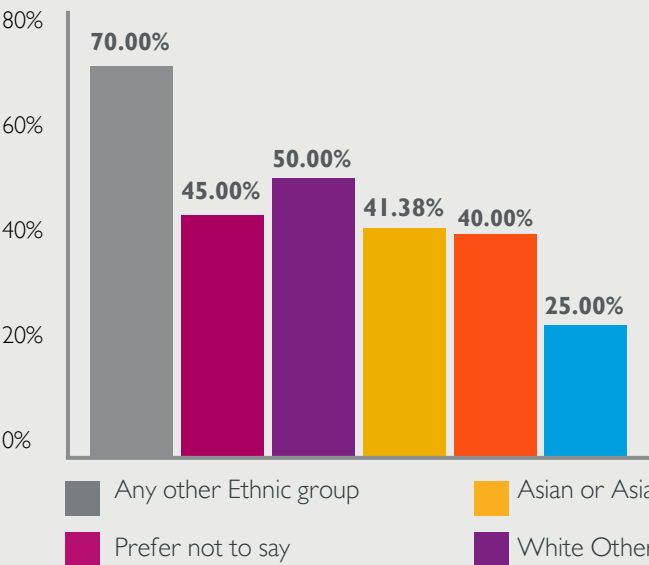
The table below displays the ethnicity bonus gap for Mitie Group as a whole and the table at the bottom of the page, shows the disaggregated ethnicity bonus gap data.

Mean and median ethnicity bonus gap		Year		Median Bonus Gap	Mean Bonus Gap
The median gender bonus gap is the difference in the midpoints of the ranges of bonus pay received by white and racially diverse colleagues.		2024		41.4%	73.9%
The mean ethnicity bonus gap is the difference in average bonus pay that white and racially diverse colleagues receive.		2023 reported figures		0.0%*	79.6%*
		2023 without Winter Support Package		39.4%	73.8%

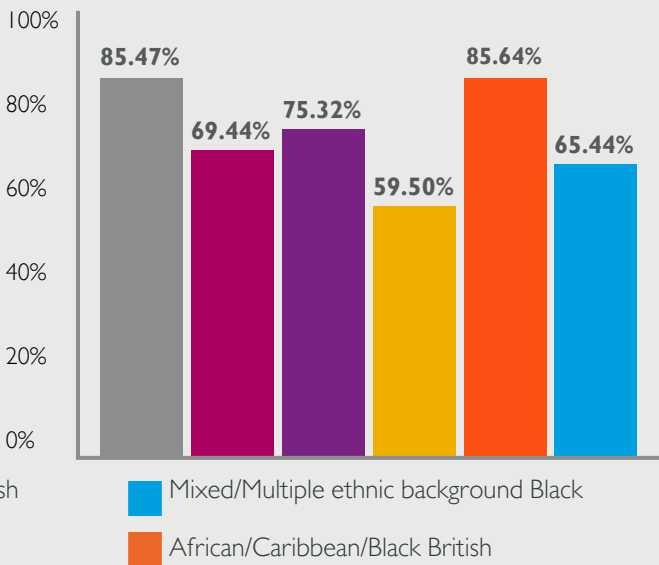
Colleagues receiving a bonus		Year		White	Racially Diverse
This is the percentage of white and racially diverse colleagues who received bonus pay in the 12 months prior to the snapshot date.		2024		14.3%	9.0%
		2023		69.1%*	70.8%*

The bonus median gap is 41.4% and the bonus mean gap is 73.9%. The figures for 2023 include the Winter Support Package payment so in 2023 if we excluded the Winter Support Package payments, then the bonus median would be 39.4% and the bonus mean would be 73.8%.

2024 Median Bonus Gap



2024 Mean Bonus Gap



We invested £10m in a Winter Support Package in 2023 to help our lowest paid colleagues with the cost of living crisis by offering a bonus of up to £125, which as a result equalised the bonus median to 0% in 2023. The 2024 bonus does not include this figure.

# Closing the Gap

## Our progress so far

In the last year, Mitie has made progress against our commitment to reduce the pay gap and support pay equity. We have improved the way we examine our data points allowing us to take specific actions to support colleague development and encourage colleagues to be themselves at work. This improved examination has led to several changes that include increasing communication that encourages a culture of openness and fairness, introducing training programmes that increase awareness of biases, and giving colleagues tools and information to help them make career development choices. Through this and the actions outlined below, we are on our way to building a more equitable workplace where all individuals can succeed, and the pay gap is continually narrowed. Whilst we recognise more needs to be done to progress women into senior roles in the last year we have seen 39.0% of our total promotions are female colleagues, being promoted across all levels of the organisation.

### Resourcing

Our Inclusive Recruitment Principles guide us to make more inclusive hiring choices. We aim for 40% female representation and 20% racial diversity in candidate shortlists for our senior roles. We constantly evaluate and question our hiring processes and decisions with business leaders.

### Inclusion Allies Programme

Through our Inclusion Allies Programme, delivered in collaboration with Inclusive Employers and sponsored by a member of our Executive Leadership Team, we have trained 150 colleagues to embed allyship across Mitie. Colleagues take part in a four-week learning programme, aimed to support their personal inclusion journey by helping them to understand what makes an ally, exploring privilege, circles of influence, how to have challenging conversations and challenge exclusion to achieve a more inclusive environment for all.



### Colleague Experiences

We are committed to support our people to grow and advance their careers with us. Our Senior Women in Leadership Programme, sponsored by our Chief People Officer, shows how we are encouraging the skills, abilities, expertise, and experience of women at Mitie to take on our most senior roles. This programme is underpinned by a Level 7 leadership apprenticeship delivered in collaboration with Corndel University. We also 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.

### Diversity Networks

Our six diversity networks are aligned to supporting the delivery of the EDI strategy. Our Mitie Women Can and CHORD (race and ethnicity) networks increase awareness of the challenges faced by the different groups and address biases. Colleagues from across the business attend all our networks' activities, representing a variety of grades, genders, and ethnicities.

Each network has an executive sponsor who champions the network and provides mentoring and reverse mentoring and membership to the networks is growing year on year with over 8,000 colleagues signed up.

Members of the Board have been present at over 15 Board Listening Sessions and network events, providing them with the opportunity to better understand the lived experience of colleagues and create a cycle of feedback that informs decision-making, driving engagement and trust.

## Celebrating International Women's Day

Our annual Mitie Women Can flagship event attended by over 300 colleagues at all levels from across the organisation recognises and celebrates the achievements of women at Mitie, aims to discuss and understand the importance and value of female inclusion in the workplace. The event provides a spotlight focus on Gender Equality in the workplace, enabling females to share their success stories, experiences, how they overcome barriers and provide an opportunity for networking.

Each year, we host an Exceptional Women at Mitie Event where colleagues from across the organisation are asked to nominate 'Exceptional Women'.

The event also recognises the important role allies play in promoting and embedding gender equality in the workplace



## Data Accuracy

We continue to encourage colleagues to update their diversity data to improve the accuracy of reporting. We've improved access to how colleagues can update their data, and launched our This is Me our campaign aimed to improve colleague confidence and trust and encourage colleagues to share their diversity data to enable us to take a data driven approach to our strategy.

We've also made it a central focus for our diversity networks strategies to encourage colleagues to feel proud in declaring their diversity data.

## Celebrating Black History Month

This year's national theme for Black History Month was 'Reclaiming Narratives' and marks a shift towards recognising and correcting the narratives of Black history and culture. The theme encourages Black colleagues to take control of their stories and honour heroes while challenging the narratives that have often been overlooked.

This year's theme enabled us to showcase the power of storytelling and how we can all support creating an inclusive culture. The event provided a networking opportunity for our racially diverse colleagues and allies, and encouraged colleagues to join the CHORD network and take part in the 'This is Me' campaign and update their diversity data.

The CHORD network is sponsored by MGX member Cijo Joseph and he highlighted Mitie's progress in developing racially diverse colleagues across Mitie. A panel session provided a platform for colleagues from the Black community, other ethnicities and allies to share their experiences and stories linked to this year's theme, 'reclaiming narratives' and highlight how it positively impacts Mitie.



## Measurement

Our progress against our representation targets and other key metrics are reported to our Executive Committee and Board members monthly. We continually monitor our data to understand areas of opportunity.

# Case Study:

## Building Confidence and Leadership

Tia Richardson, Legal Counsel, Group, shares how the Senior Women in Leadership Level 7 Apprenticeship programme boosted her confidence and skills.

Tia was keen to understand the theory, tools and techniques behind good leadership. This opportunity particularly appealed. 'The women-only cohort was a chance to connect with others like me,' she explains.

The apprenticeship gave Tia the courage to step out of her comfort zone. Mentorship from Professional Development Experts helped her think strategically and improve decision-making.



Tia has also changed how she approaches problem-solving. 'I focus on the end goal and plan the best way to get there,' she adds. She now seeks input from a wider and more diverse range of stakeholders to ensure the best outcomes.

The programme had personal benefits too. Tia says the programme has helped her reflect on her values and beliefs and make changes to align with them.

Balancing the programme, work, and family life was a challenge. But support from her manager and fellow apprentices made a big difference. The group shared ideas and advice, creating a strong network. 'My fellow apprentices have all rallied around one another'.

Tia encourages other women to enrol, so long as they can commit some evening and weekend time. She concludes, 'I hope this programme helps close the gender pay gap and increases representation in senior roles'.

# A note from our Head of Equality, Diversity & Inclusion

As one of the largest employers in the UK, we have a duty to provide transparency to our 64,000 colleagues on the gender and ethnicity pay gap at Mitie. This report details the great work we have achieved so far, and is a tool to hold us accountable for our actions in the future.

At Mitie we're committed to not only reducing our pay gap, but also creating an environment where our women and diverse colleagues will thrive. We're achieving this through making strategic change and enhancing our colleague experience through our employee value proposition.

We are committed to ensuring our workforce represents the communities we serve, at every level of our organisation. We know the data will continue to tell our great story in the years to come.



A handwritten signature in white ink that reads "Sim Sian". The signature is fluid and includes a long, sweeping underline.

Sim Sian  
Head of Equality, Diversity & Inclusion



# Appendix

Gender Pay Gap data for entities with 250 or more employees. Mitie has two legal entities to report on: Mitie Limited and Mitie Care and Custody Limited.

## Mitie Limited

	Male							Female						
	2024	2023	2022	2021	2020	2019	Difference 2024-2023	2024	2023	2022	2021	2020	2019	Difference 2024-2023
Pay Gap	6.6%	7.2%	6.9%	4.8%	6.2%	4.5%	-0.7%	7.2%	11.2%	12.0%	7.2%	7.8%	10.4%	4.0%
Bonus Gap	-19.8%	0.0%	33.3%	-37%	-43.1%	8.6%	-19.8%	49.2%	57.9%	54.4%	29.1%	29.9%	49.7%	-8.7%

	Male							Female						
	2024	2023	2022	2021	2020	2019	Difference 2024-2023	2024	2023	2022	2021	2020	2019	Difference 2024-2023
% of colleagues receiving bonus	13.9%	67.9%	14.1%	9.7%	11.0%	7.6%	-54.0%	10.2%	76.9%	12.6%	7.1%	5.8%	6.4%	-66.7%

	Male							Female						
	2024	2023	2022	2021	2020	2019	Difference 2024-2023	2024	2023	2022	2021	2020	2019	Difference 2024-2023
Upper	72.4%	74.3%	74.5%	73.2%	74.4%	75.0%	-1.9%	27.6%	25.7%	25.5%	26.8%	25.6%	25.0%	1.9%
Upper Middle	68.7%	67.4%	63.9%	67.1%	69.4%	67.0%	1.1%	31.3%	32.4%	36.1%	32.9%	30.6%	33.0%	-1.1%
Lower Middle	62.9%	59.5%	57.8%	66.4%	68.0%	60.0%	3.4%	37.1%	40.5%	42.2%	33.60%	32.00%	40.00%	-3.4%
Lower	52.8%	50.5%	53.8%	62.2%	59.4%	57.0%	2.3%	47.2%	49.5%	46.20%	37.80%	40.60%	43.00%	-2.3%

## Mitie Care & Custody Limited

Male								Female						
	2024	2023	2022	2021	2020	2019	Difference 2024-2023	2024	2023	2022	2021	2020	2019	Difference 2024-2023
Pay Gap	0.55%	0.0%	0.0%	0.0%	0.1%	6.6%	0.6%	4.2%	1.4%	0.1%	4.6%	0.2%	5.0%	2.8%
Bonus Gap	-267.4%	0.0%	1.1%	100.0%	100.0%	37.5%	-267.4%	-0.3%	21.5%	0.4%	100.0%	100.0%	18.7%	-21.8%

Male								Female						
	2024	2023	2022	2021	2020	2019	Difference 2024-2023	2024	2023	2022	2021	2020	2019	Difference 2024-2023
% of colleagues receiving bonus	16.7%	73.1%	2.6%	0.5%	0.2%	1.6%	-56.4%	12.8%	77.6%	3.3%	0.0%	0.0%	1.9%	-64.8%

Male								Female						
	2024	2023	2022	2021	2020	2019	Difference 2024-2023	2024	2023	2022	2021	2020	2019	Difference 2024-2023
Upper	74.4%	71.3%	69.6%	73.6%	66.7%	77.0%	-3.1%	25.6%	28.7%	30.4%	26.4%	33.3%	23.0%	-3.1%
Upper Middle	70.3%	65.9%	71.2%	65.0%	53.1%	69.0%	4.4%	29.7%	34.1%	28.8%	35.0%	46.9%	31.0%	-4.4%
Lower Middle	68.7%	66.7%	61.6%	63.9%	65.3%	57.0%	2.0%	31.3%	33.3%	38.4%	36.1%	34.7%	43.0%	-2.0%
Lower	64.5%	66.7%	64.8%	63.6%	62.0%	60.0%	-2.2%	35.5%	33.3%	35.2%	36.4%	38.0%	40.0%	2.2%

