



Mitie ESG Strategy

FY26 to FY31

Better places, thriving communities.

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Introduction

Our ESG strategy, goals and successes

Ambition, action and achievement

Mitie's commitment to Environmental, Social and Governance (ESG) underpins everything we do

Our updated ESG strategy sets out actions and outcomes within the Mitie Group to drive positive change. This includes:

- Reaching net zero years ahead of the UK Government's 2050 target
- Helping our colleagues and communities thrive with our support for social mobility, inclusion, wellbeing and sustainable careers
- Embedding robust governance and ethical practices across our operations, ensuring transparency, accountability, and compliance with the highest standards
- Supporting customers to set and reach their own ESG goals

Mitie will deliver measurable environmental and social outcomes through two twin strategies:

Plan Zero (environment)

Plan Thrive (people & communities)

From FY26–FY31 we will:

1. Abate emissions in line with validated science-based targets.
2. Reduce waste and water use while enhancing nature.
3. Uplift lives and enable places to prosper through inclusive employment, skills development, and community investment.
4. Embed transparent, assured reporting across contracts and Group.

Better Places, Thriving Communities

Mitie's purpose underpins a refreshed strategy that delivers long-term value for people, communities and the planet. Through Plan Zero and Plan Thrive it is our mission to create enduring value for people, communities and the planet.

ESG Strategy Goals

Mitie's ESG Strategy is built around three core pillars that guide how we create long-term value responsibly. Our sustainability pillars focus on protecting the natural world, helping people and communities thrive by creating quality jobs, and ensuring we operate responsibly and transparently, with strong oversight of risk, ethics and compliance to uphold the highest standards across the business.

1

Environment:

conservation of a natural world

Mitie's Plan Zero initiative has successfully delivered against our net zero goal for Scope 1 and 2 emissions. We are now targeting Scope 3 emissions through deeper supply chain engagement and carbon-conscious procurement and reducing emissions from colleague commuting.

2

Social:

creating opportunities for people and communities to thrive

We create quality jobs, break down employment barriers and invest in people's learning to support sustainable careers. We also embed equality, diversity and inclusion, and promote wellbeing and community investment to deliver more social value.

3

Governance:

framework for action

We ensure effective management and oversight of risk and compliance with ethical and legal standards and always operate responsibly, reporting our actions and progress transparently.

Highlights in FY25

Environment

Mitie's environmental achievements in FY25 are anchored in Plan Zero.

- Fleet electrification: Reached 6,255 electric vehicles, representing 74% of the UK fleet.
- Carbon emissions: Reduced Scope 1 and 2 emissions by 22%.
- Scope 3 emissions reduced to 254,355 tonnes, progressing toward our own 2035 Net Zero target.
- Waste management: Achieved zero waste to landfill at Mitie sites.
- Energy: Procured 100% renewable electricity at Mitie-controlled locations and all EV charging.
- CDP Climate A List (top 2% globally) for third consecutive year and ranked in the top 5% of EcoVadis ratings

People and Community

Mitie's people and community impact is critical for creating, 'Better Places, Thriving Communities'.

- Employee engagement at 63%: Continued investment in skills and wellbeing to create a great place to work.
- Apprenticeships: Supported 1,500+ apprentices across 90+ programmes.
- Six thriving diversity networks, each with over 1,000 members, supporting LGBTQ+, women, ethnic minorities, disability, ex-forces personnel and parents and carers.
- 400 trained Inclusion Allies embedding inclusion across the organisation and enabling colleagues to bring their whole selves to work.
- Uplifted lives through inclusive employment and skills programmes, including delivering 15 Ready2Work programmes through our Mitie Foundation for disadvantaged groups across the UK.
- Social value contribution: Delivered £317 million in social value.
- Logged 32,000+ volunteering hours in FY25.
- Over 50% of operations support the public sector.
- Ranked 9th in the Top 50 UK Inclusive Companies.
- Won the Global ESG Award for EDI.

Sustainable Procurement

Mitie's supply chain achievements reflect a strong commitment to ethical and sustainable sourcing.

- Supplier management: Relaunched our automated supplier management programme.
- Ethical supply chains: Partnered with EcoVadis, the business sustainability ratings organisation. This is strengthening ethical practices and building a responsible, inclusive supply chain.
- Pursuing a more sustainable supply chain, including reuse-led procurement and supporting voluntary, community and social enterprise (VCSE) inclusion.
- Carbon-conscious procurement: Delivered reuse-first office fitouts, which prioritise the reuse of existing materials. This has saved 6.978 TCO_{2e} and £30,500 in costs.



Alignment with the United Nations SDGs

As a leading ESG organisation, Mitie aligns with the United Nations Sustainable Development Goals (SDGs). We recognise their importance in ending poverty, protecting the planet and ensuring prosperity for all by 2030.

Pillar	SDG
<p>Environment Mitie's environmental strategy is driven by our Plan Zero initiative, which aims to eliminate carbon emissions, reduce waste, and enhance biodiversity. Our efforts include fleet electrification, renewable energy procurement, and circular economy practices.</p>	<p>Primary SDG: SDG 13: Climate Action Secondary SDGs: SDG 6: Clean Water and Sanitation SDG 7: Affordable and Clean Energy SDG 15: Life on Land</p>
<p>People Our people strategy focuses on creating a great place to work, investing in skills, promoting diversity and inclusion, and supporting wellbeing. Through initiatives like employee development and inclusive hiring, we uplift lives and foster equitable opportunities.</p>	<p>Primary SDG: SDG 8: Decent Work and Economic Growth Secondary SDGs: SDG 3: Good Health and Well-being SDG 4: Quality Education SDG 10: Reduced Inequalities</p>
<p>Community Through Plan Thrive, Mitie commits to enabling 1,000 places to prosper and uplifting 1 million lives. Our community engagement includes volunteering, local partnerships, and targeted social value delivery across contracts.</p>	<p>Primary SDG: SDG 11: Sustainable Cities and Communities Secondary SDGs: SDG 3: Good Health and Well-being SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities</p>
<p>Partnerships and Responsible Supply Chain Mitie's supply chain is trained in social value principles and engaged in creating positive impacts. We focus on ethical sourcing, supplier diversity, and automation to enhance transparency and sustainability.</p>	<p>Primary SDG: SDG 12: Responsible Consumption and Production Secondary SDGs: SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 13: Climate Action</p>
<p>Innovation and Governance - Cross-cutting SDG Alignment: Innovation and governance are central to Mitie's ESG strategy, supporting climate action, equity, efficiency, and ethical leadership. Governance ensures transparency, ethical conduct, and ESG integration in decision-making. Senior oversight, strong risk management, and inclusive stakeholder engagement underpin our approach, supported by robust environmental systems and public reporting.</p>	<p>Primary SDG: SDG 9: Industry, Innovation and Infrastructure Secondary SDGs: SDG 8: Decent Work and Economic Growth SDG 16: Peace, Justice and Strong Institutions SDG 17: Partnerships for the Goals</p>

Our Social Value Framework

Better places, Thriving communities

Mitie's ESG strategy is underpinned by our Social Value Framework, which is structured around Plan Zero and Plan Thrive. These initiatives focus on three core pillars: Environment, People and Community. Supporting these are our commitments to Partnerships, a Responsible Supply Chain, Innovation, and Governance.

Environment

The climate emergency is humanity's biggest challenge, so it's vital all our people understand the consequences of our environmental impact.

People

Our focus is on empowering people, not just employing them. By investing in future-ready skills, processes and technology, and by fostering an inclusive culture with opportunities that unlock potential, we enable colleagues to thrive, perform, and belong.

Community

We don't just operate in communities – we invest in them. By embedding social value into everything we do, we help create stronger, fairer places, delivering measurable impact for Mitie, our people, our customers, and society.

Partnerships and responsible supply chain

Our supply chain is a force for good: robust, responsible, and trained in social value. Together, we co-create positive impacts that ripple across our business and beyond.

Innovation and Governance

Innovation and governance are the backbone of our ESG pillars. Guided by our Science of Service® approach, we embed cutting-edge technology and best practice to stay ahead and deliver sustainable outcomes.



Strategic ESG targets for FY26-FY31

People	Target FY26	FY27	FY28	FY29	FY30	FY31
% of women in leadership ¹	40%	40%	40%	40%	40%	40%
% of racially diverse in leadership ¹	20%	20%	20%	20%	20%	20%
Investment in apprentices ²	£5.5m	£5.7m	£6m	£6.3m	£6.5m	£6.7m
Environment						
Scope 1, 2 & 3 – Intensity tCO ₂ /£m revenue ³	56.94	49.23	43.01	35.89	28.30	21.48
% recycling rate	65%	70%	75%	80%	85%	85%
Total waste generated (tonnes)	400	370	340	310	280	250
Nature positive habitats ⁴	8%	14%	22%	26%	30%	33%
Community						
Volunteer paid hours	25,000	28,000	32,000	37,000	42,000	45,000
% supported hires from an underrepresented background ⁵	2%	2.5%	3%	3.5%	4%	4.5%
Responsible Supply Chain						
Spend with VCSEs	£2.5m	£2.75m	£3m	£3.25m	£3.5m	£3.75m
% of spend with SMEs ⁶	45%	45%	45%	45%	45%	45%
% of spend on Supplier Management Framework	60%	70%	80%	90%	90%	90%

All targets include Marlowe and have been extended to FY31 to allow for our interim 2030 50% carbon reduction target to be fully reported.

1. Targets apply to senior management bands M0 to M2, consistent with prior reporting definitions.
2. Investment in apprenticeships across Mitie's own workforce, including the use of apprenticeship levy funds and levy gifting to support supply-chain and community partners.
3. Calculated under market-based Scope 2 conditions, net of verified carbon credits and Renewable Energy Guarantees of Origin (REGOs), in line with the GHG Protocol.
4. Increase in nature-positive habitats across Mitie hub sites, measured as a percentage improvement against the FY26 baseline.
5. Percentage of eligible roles filled through recruitment and in-work support delivered via Mitie Foundation programmes and associated social value initiatives.
6. Commitment to maintain public sector spend with small and medium-sized enterprises (SMEs) at or above 33%, in line with government procurement expectations.

Operational ESG metrics for FY26-FY31

People	Target FY26	FY27	FY28	FY29	FY30	FY31
% of colleagues paid Real Living Wage ⁷	100%	100%	100%	100%	100%	100%
% of women in leadership pipeline ⁸	33%	35%	37%	39%	41%	41%
% of racially diverse in leadership pipeline ⁸	19%	21%	23%	25%	27%	27%
Environment						
Scope 1 & 2 emissions - global emissions (tonnes) ⁹	29,300	27,830	25,780	23,000	19,300	14,650
Scope 3 emissions – global emissions (tonnes) ¹⁰	296,000	281,149	260,440	232,355	194,976	148,000
Scope 1 & 2 – Intensity tCO ₂ /£m revenue	5.13	4.43	3.87	3.23	2.55	1.94
Scope 3 – Intensity tCO ₂ /£m revenue	51.81	44.80	39.13	32.66	25.75	19.55
% of fleet zero carbon (in scope) ¹¹	68%	76%	80%	82%	84%	86%
% of fleet zero carbon (total) ¹²	64%	70%	74%	76%	78%	80%
% commuter engagement	5%	8%	12%	17%	25%	25%
Community						
% LiveSafe Champions vs total workforce ¹³	2.98%	3.12%	3.28%	3.44%	3.62%	3.62%
Health and well-being training hours delivered	40,000	44,000	48,000	52,000	56,000	56,000
Responsible Supply Chain						
% of PSL with carbon targets based in science ¹⁴	35%	60%	64%	64%	70%	70%

7. Applies to roles where Mitie sets the wage, reflecting our purpose and ethics as a responsible business.
8. Refers to the pipeline of talent within middle-management bands M3 to M4, supporting leadership succession planning and future senior representation.
9. Reported under market-based Scope 2 conditions, net of verified carbon credits and Renewable Energy Guarantees of Origin (REGOs), in accordance with the Greenhouse Gas (GHG) Protocol.
10. Scope 3 emissions include purchased goods and services; fuel- and energy-related activities not included in Scope 1 or Scope 2; upstream transportation and distribution; waste generated in operations; business travel; and employee commuting.
11. “In scope” reflects the availability of suitable electric vehicle technology and charging infrastructure.
12. Includes the total Mitie fleet
13. LiveSafe Champions are colleagues who promote a zero-harm culture, wellbeing and sustainability across operations and client sites.
14. Metric is aligned to prevailing Science Based Targets initiative (SBTi) criteria and may be updated to reflect future revisions to SBTi guidance.

Double materiality assessment

Long-term sustainability and resilience

Mitie undertook a double materiality assessment (DMA) during FY24. This accounted for our impact on the environment and society, as well as investor-relevant financial effects. The term ‘double materiality’ refers to the assessment of both environmental impact and financial implications. Our approach is based on the Five Part Materiality Test (Account Ability 2002–2018). It aligns with the SASB Five-Factor Test (2015), and it is informed by the EFRAG Materiality Guide (2024).

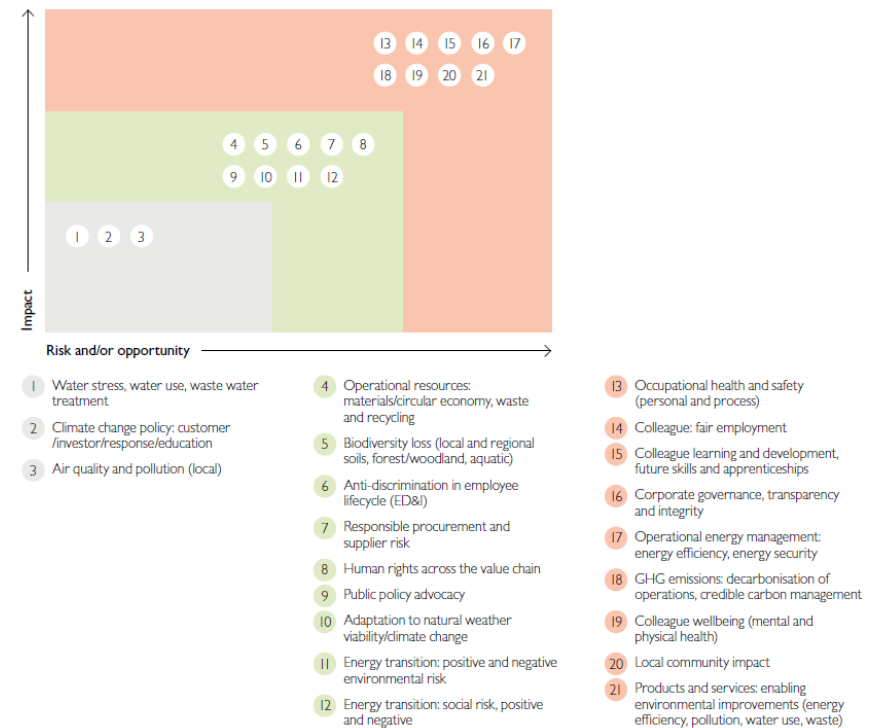
Research was completed using internal and external materials, such as reports, policy reviews and articles. Scoring was based on criteria aligned with the relevant sections of International Financial Reporting Standards S1 and European Sustainability Reporting Standards 2. Validation was completed by a team of senior managers while Mitie’s ESG Committee signed off the process.

The results of the assessment were reviewed to identify any topics which are below the threshold of materiality, as shown in the graphic.

Outcome

Seven material topics were identified through our DMA, which map across to three areas of focus. Our ESG strategy and targets demonstrate our continued actions to address these three areas of focus to safeguard our long-term sustainability and resilience.

ESG material topics identified by the DMA	ESRS category mapping
Operational energy management, efficiency, GHG emissions and decarbonisation	EI Climate Change
Products and services: enabling environmental improvements	
Occupational health and safety (personal and process)	S1 Own Workforce
S Colleagues: fair employment	
Colleague learning and development, future skills and apprenticeships	
Colleague wellbeing (mental and physical health)	
Corporate governance, transparency and integrity	G1 Business Conduct





Environment

Environment

Plan Zero Initiative: Delivering impact for our environment

Mitie's Plan Zero initiative: Overview and progress since 2020

Plan Zero is Mitie's flagship environmental programme, launched in 2020 to position the company as a leader in sustainability and to deliver net zero carbon emissions well ahead of national targets. While the UK Government aims for net zero by 2050, Mitie committed to achieving net zero operational emissions (Scope 1 and 2) by 2025 and net zero non-operational emissions (Scope 3) by 2035.

The initiative follows a 'Do, Lead, Deliver' model:

- Do it for Mitie's own operations
- Lead the industry by example
- Deliver decarbonisation for customers through consultancy and services

Plan Zero targets three core areas:

- Eliminating carbon emissions from power and transport
- Eradicating non-sustainable waste through circular economy principles
- Enhancing inefficient buildings to meet high environmental standards

Mitie's approach includes:

- Transitioning its fleet to electric vehicles (EVs)
- Powering sites and EV Charging with 100% renewable energy
- Using smart building technology for energy optimisation
- Adopting biodegradable cleaning products and eliminating single-use products

External validation

In April 2023, Mitie received full validation from the Science Based Targets initiative (SBTi) for its near-term, long-term, and net-zero targets aligned with the 1.5°C Paris Agreement. Mitie is one of only a few UK companies validated across all three SBTi categories (Scope 1, 2, and 3).

Looking ahead - Plan Zero 2.0

Accelerating decarbonisation through supply chain leadership (2026–2030)

Mitie continues to scale its impact through Decarbonisation, Delivered™, helping clients and suppliers achieve their own net zero goals.

With the successful completion of Phase 1 of Plan Zero, achieving Net Zero Scope 1 and 2 emissions by 2025, Mitie has begun a more complex and collaborative phase focused on Scope 3 emissions. This evolution is driven by:

- Structural growth from recent acquisitions taking Mitie from ~£2bn to ~£5bn revenue, prompting Phase 2 of Plan Zero focused on Scope 3
- Increasing regulatory pressure and anticipated tightening of carbon reporting standards (e.g. UK Sustainability Reporting Standards, International Sustainability Standards Board, European Financial Reporting Advisory Group, Global Reporting Initiative)
- The need for deeper supplier engagement and value chain transparency

Strategic Pillars of Plan Zero 2.0

1. Supply Chain Decarbonisation & Engagement

We will:

- Expand Mitie's Supplier Management Programme to cover 80%+ of procurement spend, embedding sustainability scorecards, ethical sourcing checks, and digital engagement via Coupa
- Scale use of EcoVadis assessments across all preferred and strategic suppliers
- Launch a Carbon Maturity Index to benchmark supplier readiness and progress, integrating carbon performance into supplier selection and renewal processes
- Roll out carbon engagement programmes to preferred and strategic suppliers representing 60%–80% of category spend
- Host regular supplier webinars and workshops on carbon reporting, science-based targets, modern slavery and social value
- Provide advice on decarbonisation roadmaps and training for SMEs and VCSEs

2. Scope 3 Data & Disclosure

- Refine Scope 3 data collection using hybrid models (Environmentally Extended Input-Output + supplier-specific disclosures)
- Automate emissions tracking and promote integration with contract-level dashboards
- Prioritise emissions hotspots: purchased goods/services, upstream transport, and business travel

3. Reducing Emissions from Employee Commuting

- Develop a comprehensive commuting emissions reduction programme, including:
 - Expanding flexible working and remote collaboration options
 - Promoting low-carbon travel choices through incentives for public transport, cycling, and EV adoption
 - Partnering with clients and local authorities to improve sustainable transport infrastructure
- Integrate commuting emissions into Scope 3 reporting and dashboards to track progress transparently

4. Governance and risk integration

- Embed Plan Zero 2.0 within Mitie's Enterprise Risk Management framework
- Rebaseline our carbon emissions, and align with science-based targets and scenario analysis to ensure resilience and investor confidence
- Prepare for compliance with emerging standards (e.g. UK Sustainability Reporting Standards, International Sustainability Standards Board, European Financial Reporting Advisory Group, Global Reporting Initiative)

5. Verified offsets and circular economy

- Invest in high-quality carbon credits for hard-to-abate emissions
- Eliminate virgin materials and adopt closed-loop systems across operations
- Consider nature impacts in our procurement processes and look for biodiversity net gain opportunities across Mitie's property portfolio

1. Goals

Plan Zero 2.0 is our sustainability strategy to drive down energy consumption, reduce carbon emissions, enhance biodiversity, decrease water usage, improve air quality and mitigate waste by transitioning to a circular economy for Mitie and our customers.

2. Our Plan Zero pledges and commitments

Our pledges

Net Zero by 2025 for Scope 1 and 2: Our industry-leading Plan Zero initiative committed Mitie to an ambitious short-term target of Net Zero Scope 1 and 2 emissions by 2025. This is largely achieved through our transition to electric vehicles. All electric charging is covered by REGO certificates and reported as zero. Hard to abate residual Scope 1 carbon emissions from fossil fuelled vehicles are offset by carbon credits.

50% reduction in scope 3 emissions by 2030: An interim target to reduce our Scope 3 emissions by 50% by 2030 (reported in FY31)

Net Zero Scope 3 by 2035

Our commitments

- 1. Reduce Scope 1 and 2 carbon emissions:** Drive down energy consumption, eliminate 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 throughout our supply chain.
- 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. Nature and biodiversity:** Nature and the use of virgin materials must be considered in all procurement decisions and nature positive opportunities increased throughout our property portfolio.
- 5. Deliver sustainability:** Embed environmental sustainability into all aspects of every contract and project delivery, not just green projects.

3. Key actions

1. Reduce Scope 1 and 2 carbon emissions

- Continue the transition of Mitie's fleet to electric vehicles (EVs) to reduce reliance of fossil fuels. At FY25 6,255 EVs, equating to 74% had been deployed.
- Continue to install EV chargers across Mitie sites, customer locations and colleagues' homes. At FY25 >4,000 had been deployed.
- Improve energy efficiency and decarbonise the Mitie built estate. Optimise energy management of existing equipment, replace fossil fuel heating systems with low-carbon heat pumps, install LED lighting and solar PV systems.
- Maintain our existing ISO50001 Energy Management Standard across the Group, including our fleet.
- Maintain our commitment and reporting against our validated science-based near-term, long-term and net zero targets.
- Procure 100% renewable electricity for Mitie-controlled buildings and EV charging, supported by RE100 compliant REGO certificates.
- Raise sustainability awareness among frontline colleagues through our Action Now programme.
- Prioritise absolute emission reductions and only neutralise truly residual emissions at net-zero milestones using high-integrity credits that meet strict quality criteria (independent verification, additionality, permanence/risk buffer, robust MRV and human-rights safeguards). We will disclose credit volumes, project types and assurance annually.

2. Reduce Scope 3 carbon emissions

- Embed carbon reduction into supplier onboarding and management via EcoVadis, Alcumus Safe Contractor and Coupa platforms.
- Use hybrid emissions modelling (EEIO + supplier public data) to improve Scope 3 reporting accuracy.
- Engage suppliers with carbon questionnaires and encourage science-based target adoption. Measure SBTi uptake in the supply chain.
- Partnering with the Sustainability Supply Chain School to engage our supply chain. This includes helping them set their own carbon reduction targets and measure progress, plus developing more sustainable delivery in procurement.
- Support remote flexible and hybrid working (via Teams) where possible to reduce travel and accommodation requirements.
- Conduct annual commuting surveys and promote public transport and Cycle to Work scheme to reduce commuting emissions.
- Establish communications and learning programmes to provide up-to-date information to Mitie colleagues on carbon reduction through the circular economy and the waste hierarchy.

3. Circular economy

- Adopt a circular economy and maintain zero waste to landfill across the Group. Report against total and recycled waste as part of our ESG KPIs.
- Following the waste hierarchy and prioritise prevention, re-use and recovery. Improve recycling rates to meet targets and expand reuse initiatives like Mitie Clear Workspace and ReWorkwear.
- Deliver reuse-led office fitouts, avoiding tonnes of embodied carbon and saving on procurement costs.
- Establish and promote innovative recycling programmes to sort and repurpose waste.
- Remove all single-use plastic items from our operations and promote recycled content in other plastic streams.
- Partner with preferred suppliers to supply recycled, plastic-free washroom products and support tree planting.
- Incorporating chemical free cleaning into all operations. Remove toxins from wastewater streams.
- Reduce water consumption by 5% YoY from a 2025 baseline.
- Establish water reduction through solutions such as sensor taps and cisternless flushing.

4. Nature positive habitats

- Incorporating external biodiversity schemes at all levels into our built estate, with a target to improve nature positive habitats across our core estate.
- Promote nature and biodiversity to our people and throughout the value chain.
- Consider the impacts on nature through all procurement processes, such as paper, uniform, chemical free cleaning products and reducing reliance on virgin materials
- Conduct ecological assessments and biodiversity net gain planning across infrastructure projects.
- Promote our Green Planet Design® Conference to advance nature-positive landscapes and sustainable land management.
- Partner with environmental charities (e.g. Bumble Bee Conservation Trust, Royal Entomological Society) and support national biodiversity campaigns.
- Install living walls and green roofs via Biotecture, incorporating the BioPanel systems with market-leading fire ratings.
- Deliver biodiversity services including species surveys and habitat mapping.
- Decarbonising Mitie Landscapes petrol driven equipment, adopting battery-powered alternatives and robotic mowing.
- Using biophilic design in all Mitie working environments to improve productivity and enhance wellbeing.
- Removing peat from all operations.
- Procuring nature-based carbon credit offsets from verified sources to mitigate the residual carbon emissions as part of a balanced portfolio of offsets.

5. Deliver sustainability across all contracts

- Embed Plan Zero principles into all customer engagements and provide sustainable alternatives to customer requests, where applicable.
- Deploy carbon assessments across all strategic accounts to provide contract level carbon reporting to our customers
- Develop heat decarbonisation plans and the use of digital energy twins for large estates. Use lifecycle assessments to ensure financial and sustainable value.
- Promote Plan Zero Decarbonisation, Delivered™ in all project work incorporating engineering projects such as ground and air source heat pumps, solar PV installations, battery storage, electrical network upgrades, EV charging and LED lighting upgrades to maximise energy efficiency and carbon reduction.
- Integrate sustainability into cleaning operations (e.g. aqueous ozone trials, plastic-free consumables).
- Use Mitie's ESG supplier management programme to ensure sustainability is embedded in procurement and delivery.
- Embedding decommissioning and end-of-life solutions into design to ensure resource reuse that aligns to a circular economy.
- Embedding a system of sustainability criteria for all projects: Sustainability and net zero considerations:
 - Local and sustainable resources.
 - People focused and promotes quality of life.
 - Active and low-carbon travel choices.
 - Enhances and protects natural capital.
 - Champions circular economy and minimises waste.
 - Embeds a water management culture.
 - Built to last and advocates our material strategy.
 - Supports social benefits activity – training, development, SME, third sector, charity and diversity.



Bright outlook for sustainability at Pets at Home

The UK's leading Petcare brand, Pets at Home, wished to enhance operational sustainability. With a target to reduce Scope 1, 2 and 3 emissions by 42% by 2030 (against a 2020 baseline) and to achieve net zero by 2040, the company focused on its new National Distribution Centre in Staffordshire.

Responsible for supplying products to over 450 Petcare centres nationwide, the centre needed an energy-efficient solution to complement its environmentally focused design.

Custom Solar, part of Mitie, undertook the £1 million contract to deliver a tailored renewable energy solution. This involved installing a 1.25MWp rooftop solar photovoltaic (PV) array on the roof of Pets at Home's new National Distribution Centre. To guarantee energy reliability, Custom Solar also supervised the necessary grid connections. The process was expertly managed to make sure the installation ran smoothly and in alignment with Pets at Home's sustainability objectives. The project is a fantastic example of how solar technology can integrate seamlessly with environmentally focused infrastructure.

The solar PV array now generates renewable energy for the National Distribution Centre, drastically reducing Pets at Home's carbon emissions by over 221 tonnes annually. This is equivalent to the energy use of 80 homes per year or the emissions from 210 one-way flights between London and New York. Subsequently, the landmark building for Pets at Home received an 'Excellent' BREEAM rating for its environmentally focused design.





People and Community

People and Community

Plan Thrive: Delivering impact for society and people

To deepen our social impact, we've launched Plan Thrive, Mitie's refreshed social value strategy. Rooted in our purpose of creating better places and thriving communities, Plan Thrive delivers locally tailored, collaboratively delivered solutions that create inclusive, supported and sustainable employment pathways.

1. Goals

Our vision is to uplift lives and enable places to prosper. This strengthens our communities and creates a lasting legacy for the people and places we serve.

2. Our Plan Thrive pledges and commitments

Our pledges

Uplift one million lives: Delivering intentional activities such as creating jobs, opportunities and investing in skills to drive social mobility. Making sure we have the training, processes, programmes and policies to create an inclusive culture where our people can feel a sense of wellbeing and belonging.

A "life uplifted" is defined as a person supported with intentional interventions from Mitie or a partner (including supply chain) leading to evidenced outcomes which improve: social mobility through jobs, skills, employability and/or income security; health and/or wellbeing; and/or inclusion and diversity

Enable 1,000 places to prosper: Through delivering social value activities in the buildings and places where we work and evaluating what we do to drive engagement and positive changes for our colleagues and communities.

A "place enabled to prosper" is defined as a site or place where intentional interventions from Mitie and its supply chain have delivered measurable positive social value as reported through the Thrive platform.

Our commitments

6. Develop talent: Through a skills-based learning strategy for all, create and retain quality jobs, improve social mobility and help develop the skills for the future, in the places and for the people that need them.

7. Diverse workforce: Attract and retain a diverse workforce and foster a truly inclusive culture where everyone can bring their true selves to work.

8. 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 connection between physical, mental, financial and social health.

9. Tackling inequality: Consider underrepresented groups for employment, improve disabled access to the workplace, take action to support digital inclusion and promote volunteering to meet all stakeholder goals.





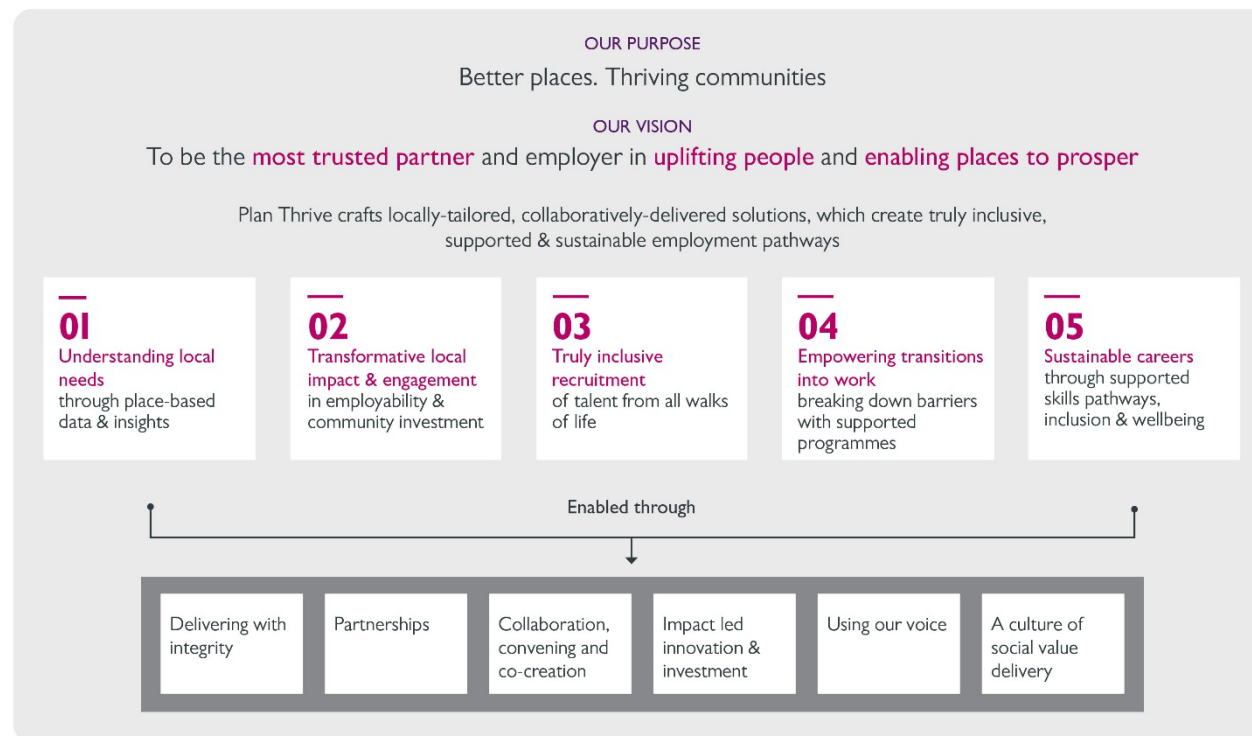
People & Community

Our Plan Thrive Initiative

Plan Thrive is our strategy to leave a positive legacy in local communities, embedded in every contract, through every colleague and across every place we serve.

Rooted in our purpose, it enables locally tailored initiatives that uplift lives and help places prosper. We open access to employment, skills, wellbeing and inclusive career progression, especially for those facing barriers. We invest in communities, support diverse supply chains and drive impact through partnerships.

Our pledges include uplifting one million lives, enabling 1,000 places to prosper and building supply chains that deliver lasting value.



3. Key actions

Uplift One Million Lives delivered through commitments 6-9 listed below.

6. Develop talent

- Enhance and promote our apprenticeship programme to maximise use of our Apprenticeship Levy contribution, with a focus on key skills for the business such as green, digital, STEM and engineering skills.
- Target Mitie's apprenticeship levy gifting and unspent levy contributions, working with key customers and suppliers, to support external organisations aligned with sustainability and social value goals, including VCSEs and Mitie Foundation partners, to strengthen skills, enhance social mobility, and deliver impact in the communities we serve.
- Scale our learning and development Academy to build future-ready skills across all roles underpinned with apprenticeship programmes. This includes investing in supporting digital inclusion, particularly for colleagues and communities impacted by digital poverty. Embed ethical practice into all aspects of AI adoption across the organisation, including supporting access and AI skills development across all levels.
- Enhancing existing training, knowledge and awareness in sustainability and social value to engage our front-line colleagues through our Action Now initiative.
- Launch leadership pathways to build a pipeline of emerging leaders.
- Use Mitie's apprenticeship database provider to streamline learner tracking and improve outcomes.

7. Foster a diverse workforce

- Build a disability confident culture, driving bold transformation by removing barriers and prioritising inclusive practices. Also making sure colleagues with disabilities have equitable opportunities to thrive, contribute and shape the future of the organisation.
- Build a workforce that reflects the diversity of communities, with clear representation goals, bold actions and a relentless commitment to equity in how we hire, develop and promote talent.
- We will evolve our diversity networks to drive growth and deeper engagement, using members' insights to foster collaboration and strengthen the connection between lived experience and organisational decision making.
- Grow membership and engagement across all our diversity networks (CHORD, Proud To Be, Mitie Women Can, Enable, Parents & Carers, Military) to increase the existing 1,000+ members in each network.
- Through our Inclusion Allies Programme, we will cultivate active allyship and drive meaningful culture change; creating a safe, supportive environment that empowers colleagues to confidently share their diversity data and lived experience.

8. Health and wellbeing

- Expand the LiveSafe Champion programme across the business, improving hazard reporting and reducing incidents.
- Improve delivery to more colleagues for wellbeing training, including physical, mental and financial health, first aid and safeguarding.
- Provide access to external mental health services and resources, providing confidential and evidence-based support for our colleagues.
- Build trust and confidence through our ED&I activities to increase disclosure rates for diversity data.
- Continue to offer best-in-class benefits and recognition, linking reward to our ESG agenda.

9. Tackle inequality

- Maintain 100% Real Living Wage accreditation for all employees where Mitie controls pay.
- Expand inclusive hiring activity through:
 - Foundation referral routes, recruiting from untapped talent identified by specialist partners from underrepresented groups, for roles across the business at every level.
 - Scaling the Ready2Work programme, supporting disadvantaged individuals into employment through tailored pathways such as employability training, work experience, guaranteed interviews, ring-fenced roles and on the job support.
 - Providing targeted support for disabled people through Ready2Work Enable, expanding into other disadvantaged groups such as prison leavers and ex-offenders (Beyond Bars) and care leavers.
 - Embedding inclusive hiring principles into the operational objectives of our key accounts and establishing training and awareness programmes to assist the Strategic Client Directors in delivery.
 - Actively working with supply chain partners to improve their inclusive hiring practices.
- Through volunteering, continue to deliver programmes to provide career advice, support and experience to underrepresented groups with perceived barriers to employment.
- Promote apprenticeship opportunities with Mitie Foundation candidates and employment partners.
- Reduce the disability employment gap and increase our focus on preventative health and wellbeing initiatives.
- Support colleagues of all disabilities through training and apprenticeship programmes.
- Promote digital inclusion via the MyMitie app, enabling frontline engagement and access to learning.

Plan Thrive keeps thriving

There has been lots of activity since Plan Thrive first launched at London Transport Museum in July 2025. As part of Mitie's commitment to deliver sustainability and social value to Essex County Council, our team helped to revitalise the garden of Earls Colne library.

Over the course of five days, 34 Mitie colleagues worked with local volunteers to address overgrown areas and a lack of comfortable outdoor space.

The revamp included:

- New benches and picnic tables
- Children's area with a mud play kitchen and chalkboard
- Features to improve biodiversity, such as bird feeders, boxes and bug hotels

Meanwhile, in West Cumbria, the Mitie Business Boost competition for small enterprises returned for a third year. The scheme offers a £40,000 investment fund to support digital and tech-driven growth, aligning Plan Thrive's commitment to uplift one million lives and transform 1,000 places.

Besides the funding boost, winners will receive mentoring and practical business support, focused on driving digital adoption and helping West Cumbria to thrive.



“The garden now offers a serene and inspiring setting that will support class visits, rhyme times and a variety of events, enriching the experience for all who visit.”

Earls Colne Library Team Manager, Elaine Hunwick

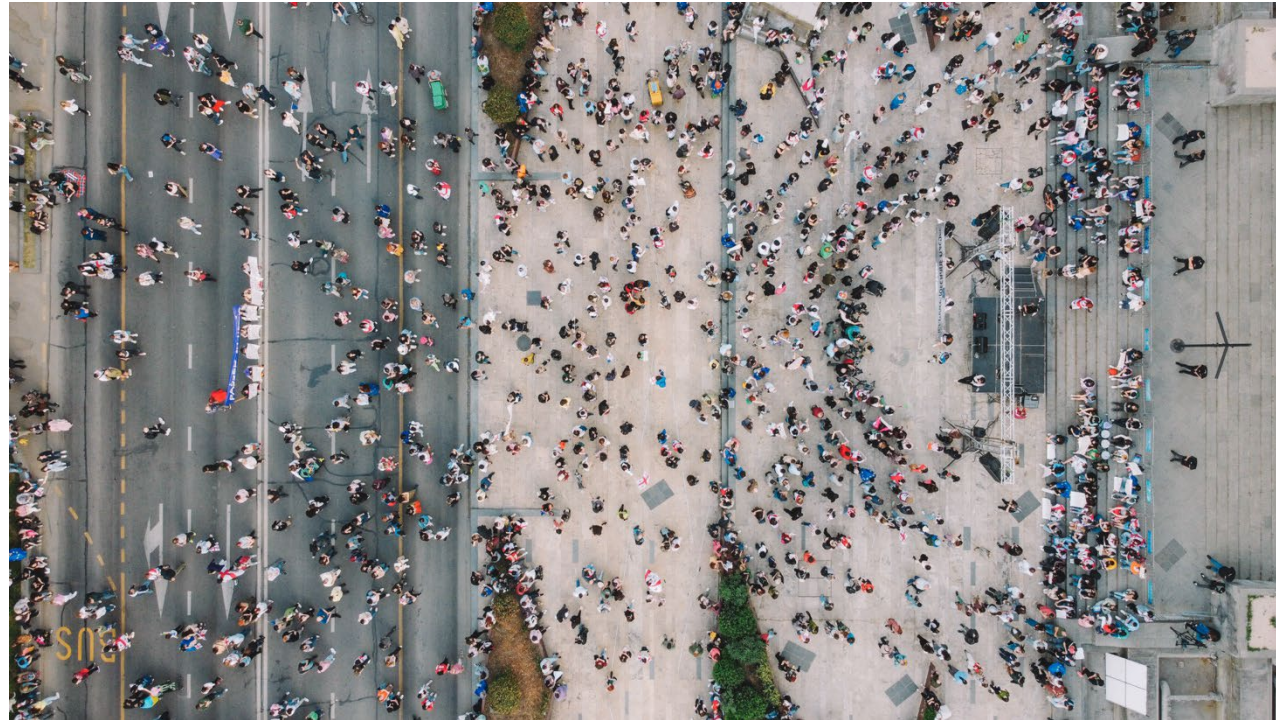


Enable 1,000 Places to Prosper

Delivered by embedding social value delivery into all relevant contracts. Progress will be tracked via the Thrive platform with ability to report on place-based impact, with a continual expansion into all strategic accounts.

Key Actions:

- Increase colleague engagement in community investment through the Giving Back portal, combining volunteering, skills-based support, place-based investment and targeted fundraising to strengthen employability, enhance community assets and deliver social value aligned to Mitie's ESG goals, in partnership with VCSEs and clients.
- Supporting local economies via initiatives like the Mitie Business Boost, providing funding and mentoring to sustainable start-ups, and through local procurement through SMEs and VCSEs.
- Sharing our best practice and learnings through ESG reporting, case studies, insights and via organisations such as the Social Value Taskforce, Institute of Social Value Working Groups and Social Recruitment Advocacy Group.



Creating sustainable careers through the Mitie Foundation

Improving employability is a key focus of the Mitie Foundation charity. This is achieved via the Foundation's flagship career skills programme, Ready2Work, which supports individuals from under-represented backgrounds or who face barriers to employment.

So far, the programme has been delivered in over 60 locations and participants have included long-term unemployed, those with learning difficulties, young people and people with lived experience of the criminal justice system.

Ben Bailey is a Mitie electrical apprentice, who has benefited from the initiative.

Learn more about Ben's story at [Plan Thrive](#) | [Creating meaningful social value](#) | [Mitie](#).



Ben said:

The Foundation's Ready2Work scheme helped me as I was unemployed and searching for jobs for many, many months. The trajectory of my life has changed ever since I got the call from Mitie."

The Mitie Foundation provides a pathway to employment for individuals who face additional difficulties entering the workplace.





Partnerships and Supply Chain

Partnerships and Supply Chain

Enabling impact through innovation and collaboration

1. Goals

We believe lasting social and environmental impact is best achieved through innovation and purposeful collaboration. By fostering new ideas, forging strategic partnerships and co-creating solutions with our stakeholders, we aim to drive meaningful change that contribute to a more inclusive, sustainable future.

2. Our pledge and commitments

Our pledge

Champion partnerships and invest in our supply chain by building a strategic preferred supplier list of social value delivery partners. We will enhance how we embed impact within our procurement processes.

Our commitments

10. Sustainable procurement: Enhance our procurement process, supplier management and development to deliver a resilient, longer-term value beyond cost savings. This will promote safe, fair working conditions; inclusive hiring; human rights and labour standards; supply chain collaboration and inclusion of voluntary, charitable and social enterprises (VCSEs) and small to medium-sized enterprises (SMEs); and procuring high-quality verified carbon credits with a portfolio of social and nature-based projects. These will offset hard-to-abate residual carbon emissions as part of our net zero strategy.

11. Collaboration: Collaboration with all stakeholders is encouraged, fostered and embedded throughout the business, and used as the foundation for impactful action through long-term partnerships in alignment with ISO 44001.

3. Key actions

10. Sustainable Procurement

Strengthening supplier governance and ESG integration

- Embed EcoVadis assessments across all strategic suppliers to monitor environmental, labour, human rights, ethics and sustainable procurement performance.
- Use the supplier management programme (SMP) to monitor and evaluate progress with ESG KPIs, including carbon footprint reporting, ethical labour practices, and diversity standards to establish an ESG engagement plan for our supply chain.
- Require all on-site contractors to hold Alcumus accreditation to ensure compliance with health, safety, insurance and ESG standards.

Promote safe, fair working conditions and human rights

- Proactively manage quality and safety that drives continuous improvement.
- Conduct regular ESG health checks and audits, including use of the Government's Modern Slavery Assessment Tool (MSAT) and Labour Standards Assurance System (LSAT).
- Establish regular communication and interaction with suppliers to identify and eliminate modern slavery in the supply chain.
- Deliver targeted training on modern slavery and ethical sourcing to procurement and contract management teams.
- Partner with the Supply Chain Sustainability School to provide supplier training on human rights, modern slavery and labour standards.

Advance inclusive hiring and supplier diversity

- Increase spend with SMEs and VCSEs to support social value in procurement and continue onboarding diverse suppliers through client mobilisations.
- Participate in the Buy Social Corporate Challenge and collaborate with Minority Supplier Development UK to promote minority-owned businesses.
- Use the Mitie Supplier Portal and Coupa platform to increase visibility and access for diverse suppliers.
- Share inclusive hiring best practices and opportunities by linking suppliers to the Mitie Foundation activities, joining up on community engagement activities and providing access to supporting resources from the Supply Chain Sustainability School.

Embed circular economy and low-carbon procurement

- Integrate procurement into the circular economy, rethinking the supply base in terms of sourcing and materials to mitigate risk, while avoiding excessive costs and negative ESG impact.
- Improve the collection of publicly available revenue and carbon data, moving away from analysis based on spend only.
- Promote and measure science-based target commitments in our supply chain.
- Prioritise reuse-led procurement (e.g. Clear Workspace projects) to reduce embodied carbon and cost.
- Standardise sustainable consumables (e.g. Tork SmartOne, Pristine foam soap sachets, TOTM period care) across client estates.
- Consider the impact on nature through the procurement process and partner with suppliers like Serious Tissues to procure recycled, plastic-free paper products and support tree planting and ocean plastic recovery.
- Eliminate virgin plastic from the supply chain.

Procure high-quality verified carbon credits

- Continue using a balanced portfolio of renewable energy, social impact and nature-based carbon credits to offset hard-to-abate Scope 1 emissions.
- Leverage Mitie's in-house trading desk to procure RE100 compliant REGOs and Voluntary Carbon Market (VCM) credits transparently and cost-effectively.
- Prioritise traceable, ethically sourced carbon offsets to avoid human rights risks.

11. Foster supply chain collaboration and innovation

- Drive innovation and improvement in practices through launching and rolling out a Social Value and Sustainability Supplier Charter. This will outline shared goals and expectations such as inclusive hiring, community engagement and investment, ethical business practices and environmental sustainability.
- Develop and deliver a supplier development programme, including provision of training and resources to improve social and environmental sustainability practices.
- Develop robust collaboration with our suppliers; defining key personnel and points of escalation to establish clear communication channels that facilitate positive working relationships at all levels.
- Host regular supplier conferences to align on ESG goals, share best practices and recognise supplier excellence in social value and environmental impact. ESG to become part of business-as-usual interactions with suppliers as a joint force for good.
- Use Coupa, our digital supplier platform, to streamline procurement, improve data visibility and reduce paper waste.
- Continue to collaborate with policymakers in public and private sector organisations and seek out collaboration initiatives with industry peers and suppliers to transform and improve sustainability and social value in FM.
- Maintain and expand on our ISO 44001 collaboration standard, ensuring structured, measurable and strategic collaborative relationships across all operations.

Enhancing ESG through technology

Mitie is committed to measuring and reporting on the positive impact we have on both the environment and the communities in which we work.

We are supported by a suite of cutting-edge technology that empowers us to deliver transformative, data-driven solutions. These range from Mozaic360, which gives customers an estate-wide view of relevant metrics on a single interface, to sensor technology that records footfall, changes in temperature, and air quality.

Thanks to this 'digital backbone' of our services, we have enhanced the quality of the reporting we provide to ESG rating agencies and other organisations to which sustainability and performance data must be revealed.

We continue to use Thrive software to better understand the positive impact of our business. This enables us to monitor and report using dashboards and data downloads, linking the results of our activities to the ESG / social value outcomes we want to see.





Governance and Innovation

Governance and Innovation

Enabling impact through leadership, integrity and accountability

1. Goals

We ensure ESG is delivered with integrity and accountability through strong Board-level oversight, ethical conduct, robust risk management and assured, transparent reporting. Our governance framework strengthens data quality, aligns to CSRD, TCFD and SBTi, and provides the controls and standards needed to support responsible, trusted decision-making across the business.

2. Our pledge and commitments

Our pledge

Measure and report transparently: Report all environmental impacts with third-party-verified carbon data, continue rolling out the Thrive platform for consistent social value reporting, expand EcoVadis and Coupa for automated ESG data collection, integrate DMA insights, align with CSRD, TCFD and SBTi, and maintain strong data governance with assured, auditable ESG metrics.

Our commitments

12. Senior-level oversight: The Board and 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.

13. Act responsibly: Show the highest levels of ethical and moral stewardship regarding tax evasion, lobbying, bribery and corruption, and make sure appropriate whistleblowing schemes are in place.

14. Risks and opportunities: Finance and Risk teams assess the impacts, risks and opportunities to drive sustainable investment and transparent disclosure throughout the business.

15. Environmental management systems: Sustainability frameworks are established, maintained and improved to fulfil our moral, legal and contractual obligations.

3. Key actions

12. Senior-level oversight

- The Board and ESG Committee set direction and oversee delivery. Pillar owners (Environment, People & Community, Partnerships & Supply Chain, Governance) are accountable for KPI delivery. Procurement owns the Supplier Management Programme and EcoVadis; HR and the Foundation own inclusive hiring programmes; Sustainability and Finance own IFRS/ assurance/ disclosure; Sustainability and Risk own enterprise risk and climate scenario analysis; Data Owners steward systems of record (Net Zero Cloud, Coupa, Thrive). ESG objectives are embedded in performance reviews.
- Maintain regular meetings of the ESG Risk Group and ESG Working Groups to monitor progress and escalate risks.
- Embed ESG leadership targets into executive remuneration and MiReview performance appraisals.

13. Act responsibly

- Uphold all aspects of health and safety through ISO 45001-certified systems and the LiveSafe programme to maintain a zero-harm workplace.
- Embed Mitie's One Code and Supplier Code of Conduct into daily operations and supplier relationships to reinforce ethical behaviour and shared values.
- Address human rights and modern slavery risks beyond policy by conducting supplier ESG health checks, audits and reporting through EcoVadis.
- Promote ethical sourcing and human rights protections through supplier onboarding, training, and audits.
- Achieve and maintain high ratings on the Government's Modern Slavery Assessment Tool (MSAT) and on the Labour Standards Assurance System (LSAT).
- Operate a robust whistleblowing procedure via the independent EthicsPoint platform, with Board-level oversight of investigations and outcomes.
- Maintain Fair Tax Mark certification across UK and international operations to demonstrate responsible tax conduct.
- Maintain, promote and improve transparency in public statements and disclosures via the website, ESG Report and Annual Report, covering taxation, lobbying, bribery, corruption and responsible business conduct.
- Promote ED&I through diversity networks, targeted training (e.g. Inclusion Allies programme, Count Me In, Leading with Respect), and transparent data reporting.
- Strengthen the MiReview appraisal process by setting SMART ESG-linked objectives, building development plans, and conducting transparent pay reviews tied to individual performance

14. Risks and opportunities

- Use the Risk Safe platform to manage enterprise-wide risks, including climate-related and social value risks and opportunities.
- Uphold all aspects of risk management through ISO 31000-certified systems to consistently identify, assess, and manage risks and opportunities.
- Clearly disclose how climate-related risks and opportunities are identified, assessed and managed across the business, strategy and financial planning, alongside the metrics and targets used to monitor performance and progress.
- Undertake, evaluate and report climate scenario analysis for physical and transitional risks and opportunities that will affect the business. Align financial planning with climate modelling across short-, medium- and long-term horizons.
- Disclose how we identify, assess and manage the impacts of climate-related risks and opportunities on our businesses, strategy and financial planning.
- Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.
- Undertake, evaluate and report climate scenario analysis for physical and transitional risks and opportunities that will affect the business. Quantifying the expected cost of damage using financial impact score per peril, scenario and time horizon.
- Remunerating appropriately at all levels of the business and linking performance to sustainability targets, objectives and accountability.

15. Environmental management systems

- Continue to improve sustainability frameworks to meet legal, moral and contractual obligations, including net zero targets
- Maintain ISO certifications across all operations:
 - ISO 14001 for environmental management
 - ISO 50001 for energy management
 - ISO 45001 for health and safety
 - ISO 27001 for information security
 - ISO 31000 for risk management
 - ISO 44001 for collaborative relationships



Where next for ESG? Watch this space.

The world of ESG is fast-moving and increasingly tech-driven with new trends and innovations emerging all the time. It's also becoming more critical to the long-term success of organisations everywhere. And it's vital for Mitie to be a leader in this space.

To find out more about Mitie and ESG, or to download the ESG Report, visit www.mitie.com/esg

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