



Gender and Ethnicity Pay Gap Report 2025

Our diversity
makes us stronger





Chief People Officer's Statement

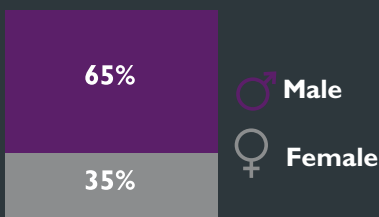
At Mitie, our colleagues are at the heart of everything we do. Their skill, dedication, and pride shape the exceptional service we deliver for our customers every day. That's why we're committed to creating an environment where everyone has the clarity, support and opportunity they need to thrive.

We're proud to represent a richly diverse workforce. We have colleagues from over 149 nationalities, over 21,000 women, colleagues living with disabilities or neurodiversity, LGBTQ+ colleagues, parents, carers, veterans and reservists in every part of our business. This diversity brings insight, creativity and experience that strengthens our business and helps us do the right thing for our customers and the communities we serve.

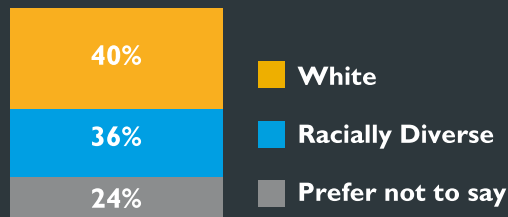
Our ambition is simple: a workforce that reflects the diversity of the communities we operate in, from the frontline to the boardroom. We continue to make progress on our Equality, Diversity and Inclusion commitments, supporting our ambition to be an industry leading employer to all our colleagues.



This year's report shows a blend of real progression and areas where further focus is needed. As of 5 April 2025, our median gender pay gap is 7.1%, remaining below the UK average of 12.8%. We're encouraged by signs of progress, including broader access to bonus awards, while recognising that our pay gaps have widened slightly. We remain firmly committed to improving representation, strengthening fairness across our processes, and taking consistent, long-term action to close these gaps.



PROPORTION OF MALE AND FEMALE COLLEAGUES



OVERALL ETHNICITY PROPORTIONS OF COLLEAGUES IN MITIE 2025

Kathryn Dolan
Chief People Officer

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 up all male colleagues in one row and all female colleagues in a separate row, ordered from highest-paid to lowest-paid, the colleague in the middle of each row would represent the median. The median pay gap is the difference between the midpoint male colleague and the midpoint 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 2025

Mitie operates two UK legal entities with more than 250 colleagues: Mitie Limited and Mitie Care and Custody Limited. This report presents the overall gender pay gap for the entire Mitie Group, combining data from both entities to provide a complete picture of our organisation. A detailed breakdown for each legal entity can be found in Appendix I.

In 2025, the Mitie workforce was comprised of 35% female colleagues and 65% male colleagues.

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.

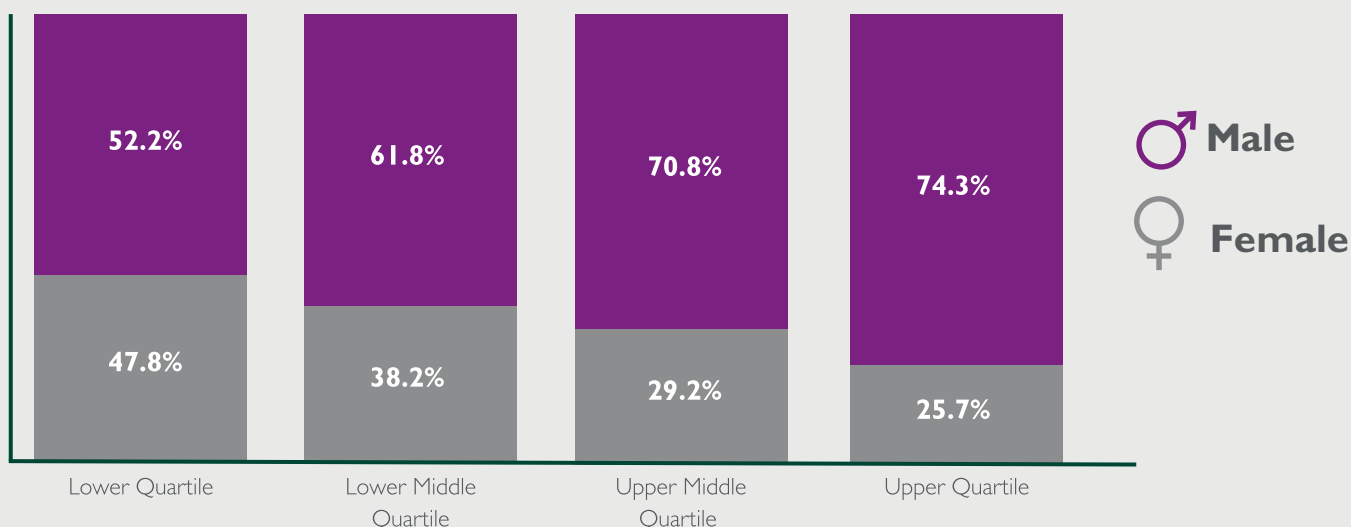
| Year | Median Pay Gap | Mean Pay Gap |
|------|----------------|--------------|
| 2025 | 7.1% | 8.5% |
| 2024 | 6.6% | 7.2% |
| 2023 | 7.3% | 11.2% |



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 2025



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.

The snapshot date shows that we have seen a 0.60% increase of females in the Lower Quartile and a 1.10% increase of females in the Lower Middle Quartile. There has also been a decrease of 2.10% in female representation in the Upper Middle Quartile and a 1.90% decrease in female representation in the Upper Quartile, compared to 2024. 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 2025

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

The median gender bonus gap is the difference in the midpoints of the ranges of bonus pay received by men and women, expressed as a percentage of male colleagues' bonus.

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.

| Year | Median Bonus Gap | Mean Bonus Gap |
|-------------------------------------|------------------|----------------|
| 2025 | -11.7% | 46.7% |
| 2024 | -19.8% | 49.2% |
| 2023 reported figures | 0.0%* | 57.8%* |
| 2023 without Winter Support Package | -2.7% | 37.6% |

Colleagues receiving a bonus

This is the percentage of men and women who received bonus pay in the 12 months prior to the snapshot date.

| Year | Male | Female |
|------|--------|--------|
| 2025 | 14.4% | 14.3% |
| 2024 | 13.9% | 10.2% |
| 2023 | 68.0%* | 76.9%* |

*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 2025

For the fifth year, we are voluntarily disclosing the ethnicity pay gap as at 5 April 2025. 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

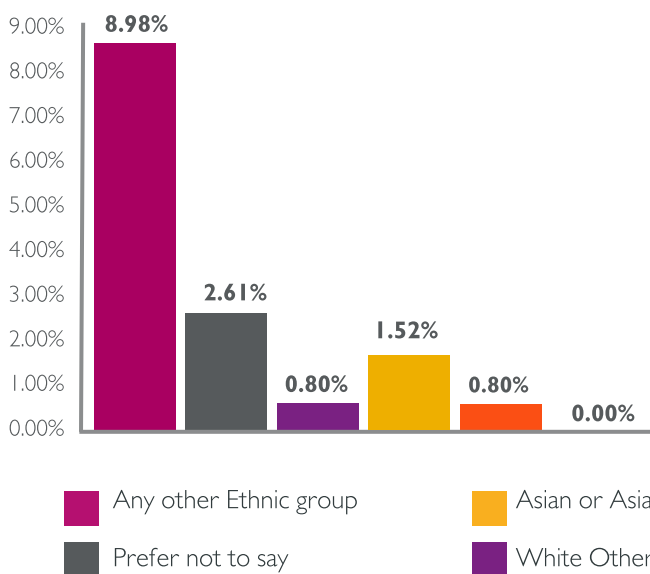
The median ethnicity pay gap is the difference in the midpoints of the ranges of hourly rates of pay for white and racially diverse colleagues.

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

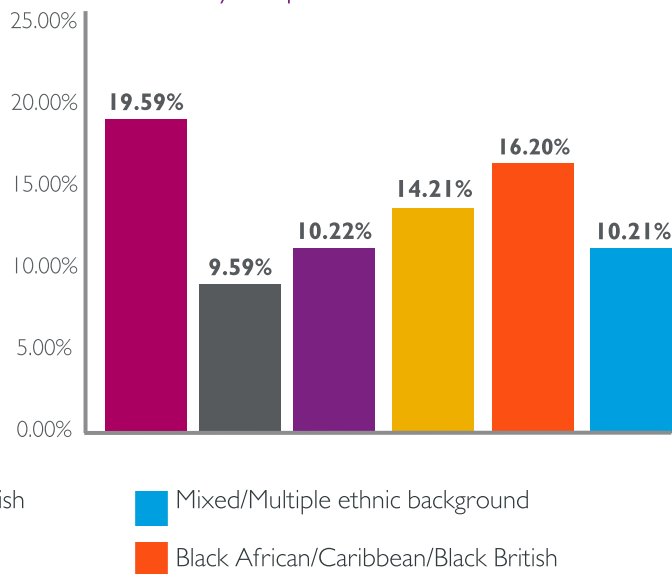
| Year | Median Pay Gap | Mean Pay Gap |
|------|----------------|--------------|
| 2025 | 1.2% | 14.1% |
| 2024 | -0.2% | 13.5% |
| 2023 | -1.3% | 13.5% |

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 -0.2% in 2024 to 1.2%. The mean pay gap has increased from 13.5% in 2024 to 14.1%.

2025 Median Pay Gap



2025 Mean Pay Gap



The disaggregated ethnicity pay gap data shows that pay varies across different ethnicity groups. The overall median pay gap has increased from -0.2% in 2024 to 1.2% in 2025, the deeper breakdown highlights that some groups continue to experience higher than average gaps.

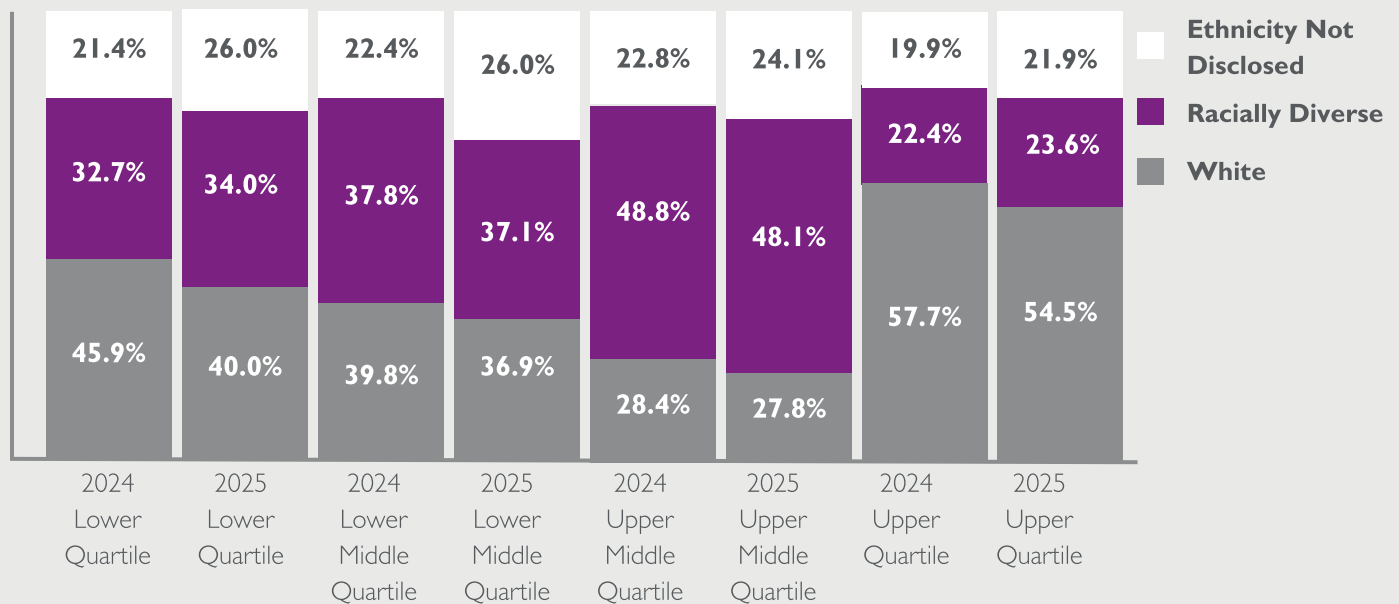
Across the individual ethnicity groups, the mean pay gaps illustrate a broader spread of pay, with some groups experiencing consistently higher mean pay gaps despite the smaller median gaps. This suggests that a small number of highly paid roles held predominantly by white colleagues may be influencing the average.



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 2025



| Ethnicity | Lower Quartile | Lower Middle Quartile | Upper Middle Quartile | Upper Quartile |
|---------------------------------------|----------------|-----------------------|-----------------------|----------------|
| Any other Ethnic group | 4.3% | 1.3% | 2.1% | 1.0% |
| Asian or Asian British | 11.7% | 14.0% | 17.7% | 7.3% |
| Black African/Caribbean/Black British | 9.1% | 11.9% | 17.2% | 6.1% |
| Mixed/Multiple ethnic background | 1.8% | 2.1% | 2.9% | 2.0% |
| Prefer not to say | 26.0% | 26.0% | 24.1% | 21.9% |
| White | 40.0% | 37.0% | 27.8% | 54.5% |
| White Other | 7.1% | 7.7% | 8.2% | 7.2% |

The quartile distribution provides us with further insights into our representation patterns.

Whilst we have seen a 1% increase in racially diverse colleagues at Mitie from 35% in 2024 to 36% in 2025, white colleagues remain over-represented in the upper quartile at 54.5%, compared with 40% in the lower quartile. Several racially diverse groups are clustered more heavily in the lower and middle quartiles, particularly Black and Asian colleagues. The proportion of colleagues who do not disclose their ethnicity is notably high across all quartiles, which continues to limit the precision of ethnicity reporting.

These trends indicate that although the overall median pay gap remains modest, uneven representation across senior pay bands remains the key driver of the ethnicity pay gap.

Ethnicity Bonus Gap Data for April 2025

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

The median gender bonus gap is the difference in the midpoints of the ranges of bonus pay received by white and racially diverse colleagues.

The mean ethnicity bonus gap is the difference in average bonus pay that white and racially diverse colleagues receive.

| Year | Median Bonus Gap | Mean Bonus Gap |
|-----------------------------------|------------------|----------------|
| 2025 | 25.0% | 71.6% |
| 2024 | 41.4% | 73.9% |
| 2023 reported figures | 0.0%* | 79.6%* |
| 2023 excl. Winter Support Package | 39.4% | 73.8% |

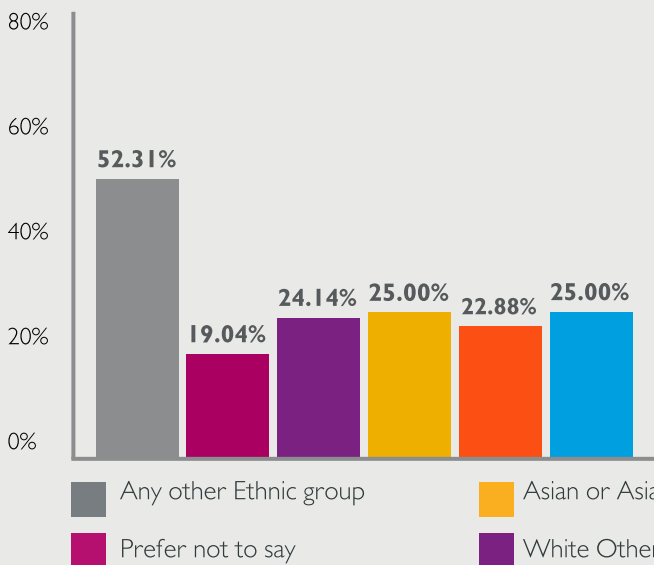
Colleagues receiving a bonus

This is the percentage of white and racially diverse colleagues who received bonus pay in the 12 months prior to the snapshot date.

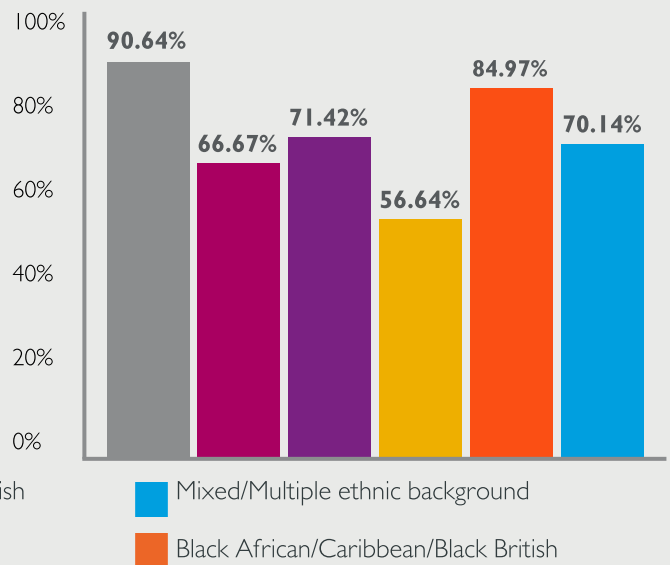
| Year | White | Racially Diverse |
|------|--------|------------------|
| 2025 | 18.2% | 11.8% |
| 2024 | 14.3% | 9.0% |
| 2023 | 69.1%* | 70.8%* |

The bonus median gap is 25% and the bonus mean gap is 71.5%. 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%.

2025 Median Bonus Gap



2025 Mean Bonus Gap



Whilst our median ethnicity bonus pay gap has significantly improved compared to 2024, the disaggregated data highlights the gaps within the mean bonus data and the different ethnicity groups.

The data reflects the same structural challenge faced with our ethnicity pay data. Bonus schemes are more heavily concentrated in senior and specialist roles, where racially diverse colleagues remain underrepresented.



Closing the Gap

Our progress so far

Over the past year, Mitie has continued to advance our commitment to reducing the pay gap and improving pay equity. We have strengthened the way we analyse our data, enabling more targeted actions to support colleague development and foster a culture where everyone can be themselves at work. This enhanced approach has led to increased communication promoting openness and fairness, new training to raise awareness of bias, and better tools to help colleagues make informed career decisions.

These actions, alongside the initiatives outlined below, are helping us build a more equitable workplace where everyone can succeed and the pay gap continues to narrow.

Diverse and Inclusive Hiring

We are committed to ensuring that our hiring practices actively promote diversity and inclusion at all levels of the organisation. By embedding inclusive principles throughout our recruitment processes, we aim to attract and retain talent from a broad range of backgrounds.

Our approach includes diverse shortlists, diverse hiring panels and targeted outreach to underrepresented groups, helping to reduce bias and ensure fair opportunities for all candidates.

This focus on diverse and inclusive hiring supports our broader goal of strengthening representation particularly in middle and senior management and contributes to closing both pay and bonus gaps over time.

Creating an Inclusive Culture through our Inclusion Allies Programme

We have partnered with Inclusive Employers to deliver our Inclusion Allies Programme, sponsored by a member of our Executive Committee.

Over 350 colleagues have now completed the programme, which is a four-week learning journey designed to support their personal development and equip participants to actively foster inclusion.

The programme covers what it means to be an ally, explores privilege and circles of influence, and develops skills to have challenging conversations and address exclusion in the workplace.

This programme helps create a culture where all colleagues feel valued, respected and empowered to contribute their best. This initiative supports our wider objectives of developing diverse talent, improving representation at all levels, and making progress in closing the pay and bonus gaps.



Building a Diverse Talent Pipeline

The Senior Women in Leadership Level 7 Apprenticeship sits at the heart of Mitie's ambition to build a strong, diverse and future-ready leadership pipeline.

Delivered in partnership with Corndel and Imperial College Business School, it equips senior female talent with the strategic, commercial and leadership capabilities needed to progress into our most senior roles, supported through executive coaching, mentoring, masterclasses and modules tailored to the unique challenges women face in the workplace.

This programme is complemented by the Women in Leadership Level 3 and Level 5 Apprenticeships, which develop foundational and mid-level leadership skills, strengthening the early and emerging talent pipeline and creating a clear progression pathway for women at all levels.

Alongside gender-focused programmes, Mitie is introducing the Racially Diverse Level 3 and 5 Apprenticeship to accelerate the development of racially diverse colleagues into senior roles, blending leadership qualifications with targeted support that addresses the specific barriers racially diverse leaders may face.

Together, these programmes form a comprehensive, inclusive development ecosystem, one that strengthens representation, builds confidence and capability, and ensures a diverse pipeline of leaders ready to shape Mitie's future.

Diversity Networks

Our six diversity networks play a vital role in delivering our ED&I strategy, raising awareness of the challenges faced by different groups and helping to address bias across the organisation.

Mitie Women Can and CHORD (our race and ethnicity network) in particular, create spaces for colleagues at all grades, genders and ethnicities to learn, share experiences and participate in meaningful conversations.

Each network is supported by an executive sponsor who champions its work and provides mentoring and reverse mentoring opportunities.

Membership continues to grow year on year, with over 8,000 colleagues now engaged across our networks.

Members of the Board have also attended six EDI flagship events, giving them direct insight into colleagues' lived experiences and strengthening the cycle of feedback that informs decision-making, builds trust and drives engagement.



Mitie Women Can

Mitie Women Can is our gender-equality network focused on empowering women to reach their full potential by creating a fair, inclusive and supportive workplace.

The network champions women's development, wellbeing and career progression, offering learning opportunities, mentoring, networking, and spaces for open discussion on topics that matter to women across Mitie.

Its purpose is to elevate female colleagues, remove barriers, challenge bias, and ensure women have the support they need at every stage of their career journey.

The network also leads on major initiatives such as International Women's Day and has recently expanded its offer through new resources, health-focused content and the 'SHE-nanigans of Change' professional development podcast series.



'This is Me' - Elevating Data Accuracy

'This is Me' is Mitie's organisation-wide campaign celebrating individuality, lived experience and the diversity that exists across our workforce.

Designed to build trust, confidence and openness, the campaign encourages colleagues to share their stories and "fill in their blanks" by updating their diversity data, helping us better understand who our people are, so we can put the right support in place.

Through powerful role-modelling, video case studies, and storytelling across our networks, 'This is Me' shines a light on the real experiences of colleagues, challenges unconscious bias, and empowers everyone to bring their whole selves to work.

It has become a key driver in improving ED&I data disclosure, increasing transparency, strengthening representation, and fostering a more inclusive culture where every voice is valued.

CHORD - Culture, Heritage, Origin, Race & Diversity

CHORD is Mitie's race and ethnicity network, dedicated to creating an inclusive working environment where colleagues of all ethnicities feel represented, supported and able to thrive.

The network plays a vital role in amplifying the voices and lived experiences of racially diverse colleagues, identifying barriers to progression and partnering with the business to remove them.

CHORD champions cultural awareness, drives meaningful dialogue through events and podcasts, and leads flagship moments such as Reclaiming the Narrative during Black History Month.

Its impact is clear: CHORD has grown rapidly, increased visibility of diverse stories, and contributed to improvements in race representation and ethnicity data disclosure across the organisation.



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.

A note from our Head of Equality, Diversity & Inclusion

As Head of Equality, Diversity and Inclusion, I want to acknowledge the progress we've made while also recognise the work that still lies ahead. This report highlights both our achievements and the gaps that remain, reminding us that closing the pay gaps is not a one-time goal but a continuous commitment.

Our responsibility is to ensure that every individual, regardless of gender, background or identity is valued and fairly rewarded for their contributions. The insights in this report will guide our strategy, inform our policies, and drive meaningful action across the organisation.

Together, we can foster a culture where equity is embedded in everything we do, ensuring that our workplace reflects the fairness and inclusion we aspire to.



A handwritten signature in white ink that reads "Sim Sian". The signature is fluid and cursive, with a long horizontal line underneath the name.

Sim Sian
Head of Equality, Diversity & Inclusion



Appendix

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

Mitie Limited

| | Median | | | | | | | Mean | | | | | | |
|-----------|--------|--------|------|-------|--------|--------|----------------------|-------|-------|-------|-------|-------|-------|----------------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 |
| Pay Gap | 7.2% | 6.6% | 7.2% | 6.9% | 4.8% | 6.2% | 0.60% | 8.5% | 7.2% | 11.2% | 12.0% | 7.2% | 7.8% | 1.3% |
| Bonus Gap | -17.8% | -19.8% | 0.0% | 33.3% | -37.7% | -43.1% | 2.00% | 46.7% | 49.2% | 57.9% | 54.4% | 29.1% | 29.9% | -2.5% |

| | Male | | | | | | | Female | | | | | | |
|---------------------------------|-------|-------|-------|-------|------|-------|----------------------|--------|-------|-------|-------|------|------|----------------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 |
| % of colleagues receiving bonus | 14.2% | 13.9% | 67.9% | 14.1% | 9.7% | 11.0% | 0.3% | 14.0% | 10.2% | 76.9% | 12.6% | 7.1% | 5.8% | 3.8% |

| | Male | | | | | | | Female | | | | | | |
|--------------|-------|-------|-------|-------|-------|-------|----------------------|--------|-------|-------|--------|--------|--------|----------------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 |
| Upper | 74.3% | 72.4% | 74.3% | 74.5% | 73.2% | 74.4% | 1.9% | 25.7% | 27.6% | 25.7% | 25.5% | 26.8% | 25.6% | -1.9% |
| Upper Middle | 70.8% | 68.7% | 67.4% | 63.9% | 67.1% | 69.4% | 2.1% | 29.2% | 31.3% | 32.4% | 36.1% | 32.9% | 30.6% | -2.1% |
| Lower Middle | 61.6% | 62.9% | 59.5% | 57.8% | 66.4% | 68.0% | -1.3% | 38.4% | 37.1% | 40.5% | 42.2% | 33.60% | 32.00% | 1.3% |
| Lower | 52.3% | 52.8% | 50.5% | 53.8% | 62.2% | 59.4% | -0.5% | 47.7% | 47.2% | 49.5% | 46.20% | 37.80% | 40.60% | 0.5% |



Mitie Care & Custody Limited

| | Median | | | | | | | Mean | | | | | | |
|-----------|--------|---------|------|------|--------|--------|----------------------|--------|-------|-------|------|--------|--------|----------------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 |
| Pay Gap | 0.0% | 0.55% | 0.0% | 0.0% | 0.0% | 0.1% | -0.55% | 8.0% | 4.2% | 1.4% | 0.1% | 4.6% | 0.2% | 3.8% |
| Bonus Gap | 0.0% | -267.4% | 0.0% | 1.1% | 100.0% | 100.0% | 267.4% | 16.96% | -0.3% | 21.5% | 0.4% | 100.0% | 100.0% | 17.26% |

| | Male | | | | | | | Female | | | | | | |
|---------------------------------|-------|-------|-------|------|------|------|----------------------|--------|-------|-------|------|------|------|----------------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 |
| % of colleagues receiving bonus | 65.5% | 16.7% | 73.1% | 2.6% | 0.5% | 0.2% | 48.8% | 77.7% | 12.8% | 77.6% | 3.3% | 0.0% | 0.0% | 64.86% |

| | Male | | | | | | | Female | | | | | | |
|--------------|-------|-------|-------|-------|-------|-------|----------------------|--------|-------|-------|-------|-------|-------|----------------------|
| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | Difference 2025-2024 |
| Upper | 70.0% | 74.4% | 71.3% | 69.6% | 73.6% | 66.7% | -4.4% | 30.0% | 25.6% | 28.7% | 30.4% | 26.4% | 33.3% | 4.4% |
| Upper Middle | 69.5% | 70.3% | 65.9% | 71.2% | 65.0% | 53.1% | -0.8% | 30.5% | 29.7% | 34.1% | 28.8% | 35.0% | 46.9% | 0.8% |
| Lower Middle | 63.5% | 68.7% | 66.7% | 61.6% | 63.9% | 65.3% | -5.2% | 36.5% | 31.3% | 33.3% | 38.4% | 36.1% | 34.7% | 5.2% |
| Lower | 62.8% | 64.5% | 66.7% | 64.8% | 63.6% | 62.0% | -1.7% | 37.2% | 35.5% | 33.3% | 35.2% | 36.4% | 38.0% | 1.7% |

