



# Pathways to sustainable futures

Mitie Group plc  
ESG Report 2025



# In this report



## Environment

In FY25, we reached our 6,000th electric vehicle (EV), making progress towards our Net Zero fleet target.

[+ Read more about our environment strategy](#)



## Responsible supply chain

We relaunched our supplier management programme, which automates our procurement process.

[+ Read more about our responsible supply chain](#)



## People

We continued to build on our commitment to creating a great place to work through investing in skills to fuel growth.

[+ Read more about our people](#)



## Community

Over half our operations support the public sector. In FY25, our social value contribution reached £317m.

[+ Read more about our communities](#)

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# Pathways to sustainable futures

At Mitie, we believe better places create thriving communities. During FY25, we deepened our commitment to environmental and social impact through our twin strategies: Plan Zero and Plan Thrive. From reaching our 6,000th EV to uplifting lives through inclusive employment and skills programmes, we have delivered measurable progress. Our refreshed purpose – Better Places; Thriving Communities – unites everyone at Mitie, from the Board to frontline colleagues, around a shared commitment to help shape the communities where we live and work.



# Our ESG progress in FY25



“At Mitie, our ESG strategy is about driving meaningful change and creating a positive impact on the environment and society. We are committed to innovation and sustainability, ensuring we meet our customers’ evolving needs while promoting growth. As a global leader in ESG, collaboration, technology and innovation are at the heart of our efforts to transform the built environment and enhance the lives of our customers and their communities.”

**Phil Bentley**

Chief Executive Officer, Mitie Group

## Our dedication to delivering impact through ESG

At Mitie, our refreshed purpose Better Places; Thriving Communities, is more than a statement; it’s a strategic commitment that shapes how we operate and deliver value. This purpose reflects both the business we are today and the one we aspire to be.

In FY25, we continued to lead the industry in environmental and social sustainability. We welcomed our 6,000th electric vehicle, retained our CDP A List status for the second consecutive year and secured a Platinum rating from the Sustainable Facilities Management Index for the fourth year running. These achievements are a testament to our long-term commitment to decarbonisation, innovation and social value.

Our Plan Zero – Decarbonisation, Delivered™ programme continues to support customers in reducing emissions, cutting costs and transitioning to a circular economy. In parallel, our new Plan Thrive strategy reinforces our social value mission, uplifting lives, strengthening communities and creating a lasting legacy. Together, these programmes form the foundation of our ESG approach.

We are also proud of our people. With over 1,500 colleagues currently in apprenticeships and more than 90 technical, professional and managerial courses offered, we are investing in the future of our workforce. Our recognition as a Top Employer UK and an Inclusive Top 50 UK Employer for the seventh consecutive year reflects our commitment to inclusion, wellbeing and talent development.

This year marks a pivotal milestone in our sustainability journey. In the following section, we outline the significant progress we have made to operate at Net Zero for Scope 1 and 2 emissions by the end of 2025, as part of the first phase of our Plan Zero initiative. This statement reflects both the progress we’ve made and the scale of our ambition, and sets the stage for the next phase of our journey.

## Our ESG progress in 2025 continued



This year, we have once again been recognised among the Top 100 Apprenticeship Employers and have been honoured as a Top Employer UK and an Inclusive Top 50 UK Employer for the seventh consecutive year.

### Marking a significant milestone on our journey to become Net Zero

Our Plan Zero initiative, launched in 2020, set out an ambitious, industry-leading five-year pathway to Net Zero, through the transition of 85% of our vehicle fleet to EVs by the end of 2025.

Within this first phase of our pathway to Net Zero, we had transitioned 74% of our fleet to EVs at 31 March 2025 (the end of FY25), only slightly below our 80% target for the fiscal year, with 6,255 EVs in operation.

This outturn reflects the exceptional growth in our business. Since setting the original target, our fleet has expanded from 4,700 to over 8,500 vehicles, and we have deployed more than 2,200 additional EVs beyond our initial expectations. This demonstrates our unwavering commitment to decarbonisation, even as the scale and complexity of our operations have grown.

In recognition of this progress, we are marking the completion of Phase 1 of our Plan Zero initiative to operate at Net Zero for Scope 1 and 2 emissions by the end of 2025. This milestone reflects the substantial emissions reductions we have achieved through fleet electrification and renewable energy procurement, alongside the responsible offsetting of residual emissions. We acknowledge that a small proportion of emissions remains from hard-to-abate sources, and these are transparently offset using high-quality, verified carbon credits. This declaration recognises our journey since 2020 as a significantly larger organisation, and it sets a robust foundation for the next phase of our decarbonisation strategy.

Looking ahead, we will rebase our emissions and targets to reflect the continued growth in our business. Plan Zero 2.0 will ensure our future commitments remain ambitious, science-based and aligned with evolving standards and stakeholder expectations.

**Phil Bentley**  
Chief Executive Officer  
Mitie Group

### A milestone, not the finish line

#### What does Net Zero mean – and how does Mitie approach it?

Net Zero refers to the point at which the amount of greenhouse gases emitted into the atmosphere is balanced by the amount removed from it. This is achieved through a combination of emissions reductions, such as switching to EVs and using renewable energy, and offsetting any residual emissions that are hard to eliminate, such as those from specialist vehicles or legacy infrastructure.

Mitie's FY25 declaration reflects a hybrid approach that bridges the principles of carbon neutrality with the ambition of Net Zero. We have significantly reduced our Scope 1 and 2 emissions and offset the small proportion that remains using high-quality, verified carbon credits. While this is not a final destination, this milestone demonstrates our commitment to transparency, operational realism and climate leadership.

With Plan Zero 2.0 on the horizon, we are laying the groundwork for deeper reductions and alignment with the highest standards of environmental integrity, with a particular focus on the integration of acquisitions and improving supply chain engagement.

#### Disclaimer: Transparency for our FY25 Net Zero progress

Mitie's FY25 Net Zero declaration for Scope 1 and 2 emissions is made with full transparency and in line with current best practice. It reflects substantial emissions reductions achieved through fleet electrification and renewable energy procurement, alongside the responsible offsetting of residual emissions.

In FY25, Mitie emitted 16,841 tonnes of Scope 1 greenhouse gases. Of this, 12,775 tonnes were within our carbon reduction target allowance, and the remaining 4,066 tonnes were offset using high-quality, verified carbon credits. Scope 2 emissions were accounted for using 100% Renewable Energy Guarantees of Origin (REGOs), consistent with market-based accounting standards.

While this approach aligns with current UK reporting frameworks and widely accepted definitions of carbon neutrality, we acknowledge that evolving standards, such as those from the Science Based Targets initiative (SBTi), may introduce stricter requirements for Net Zero claims in the future, particularly around the treatment of residual emissions and the nature of offsets used.

As we move into the next phase of our Plan Zero strategy, we remain committed to rebaselining our emissions, strengthening our targets, and aligning with the highest standards of environmental integrity and stakeholder transparency.

# What we do



We are transforming places to meet our customers' evolving needs through our technology, innovation and a passion for excellence – creating zero-carbon, technology-enabled places that are safe, connected, comfortable, responsive and resilient.

**Optimising**  
asset performance  
and maximising  
productivity



**Transforming**  
estates, workplaces  
and customer  
experience



**Creating**  
healthier and more  
sustainable spaces



**Protecting**  
people, property  
and assets



**Accelerating**  
the path to  
Net Zero



## Our core services

Our core capabilities are differentiated by our technology and colleagues.



### Intelligent Engineering Maintenance

We help customers to optimise the performance and productivity of their assets through an extensive suite of engineering services that enable predictive maintenance and remote monitoring. We have the UK's largest team of trained engineers, implementing solutions to ensure that buildings comply with regulations, and infrastructure and systems remain fully operational.



### Intelligent Projects

We bring together technology and expertise from across the Group to offer an unrivalled breadth and depth of self-delivery capability to consult, design and deliver projects that transform our customers' estates, workplaces and experiences, and accelerate their path to Net Zero. We continue to build our capabilities both organically and through infill acquisitions.



### Intelligent Security

We protect our customers' property and assets and keep people safe. Our delivery is underpinned by leading risk and threat intelligence, technology and a team of fully vetted, highly trained security professionals at our two Intelligence Security Operations Centres (ISOCs), working together with our front-of-house colleagues to enable Safer Communities for our colleagues, customers and the public.



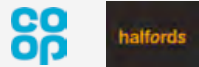
### Intelligent Hygiene

We create healthier and more sustainable spaces for our customers, using technologies such as sensors, spill detect computer vision, and our Merlin Connect operating platform to deliver demand-led cleaning solutions. This provides customers with assurance over cleanliness and drives efficiency and productivity gains.

## What we do continued

## Our customers

## Retail, logistics and shopping centres



## Transport &amp; aviation



## Corporate and professional services



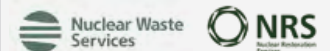
## Manufacturing



## Public sector



## Critical environments (including healthcare &amp; life sciences)



# Foreword



“Future plans are sharpening our focus on the kind of impact we want to have, particularly around environmental transition and our social impact.

This year, we have made significant progress, earning recognition for the impact we deliver. We are dedicated to working collaboratively with others, and empowering our customers to reach their social value and environmental goals in a sustainable way.”

**Salma Shah**  
Chair of the ESG Committee, Mitie Group

## Our commitment to delivering impact through ESG

As a leader in Facilities Transformation, Mitie plays a key role in creating sustainable environments and delivering social value, from energy efficiency and recycling to motivating young apprentices and creating inspiring workspaces. Our ESG track record provides strong foundations, but evolving challenges and opportunities require deeper, more focused approaches. As such, we are evolving our strategy to match our ambition, launching Plan Thrive to amplify our social value activities and complement Plan Zero.

Our ESG commitments include clear goals under Plan Zero, such as reaching Net Zero ahead of the UK Government’s 2050 target, and under Plan Thrive, where we pledge to uplift one million lives and enable 1,000 places to prosper over the next three years.

Plan Zero and Plan Thrive are brought together through our social value framework and its five pillars, each with its own targets. We continuously review our operations, tracking our progress with the aim of improving the impact and outcomes we deliver. This report details our activities and performance in FY25.

## Reaching Net Zero – for Mitie and our customers

Our focus on sustainability, innovation and new ways of operating has earned us a leadership rating in our industry. Alongside our ambitious target to reach Net Zero for our operations by 2025, our ‘do, lead, deliver’ approach helps our customers work towards their own sustainability goals. Our Mitie Plan Zero – Decarbonisation, Delivered™ products and services draw on our business capabilities across emissions reporting and Net Zero planning, energy efficiency, renewable energy and resilience, EV transition, waste, biodiversity and heat decarbonisation.

Through an integrated approach to delivering these services, we work with major organisations such

as David Lloyd (solar PV), Deloitte (LED lighting replacement), Barts Health NHS Foundation Trust (developing a Heat Decarbonisation Plan), National Grid (grid connections) and Network Rail (energy audit programme targeting the highest-consuming sites within each region’s portfolio).

## Plan Thrive – pathways for sustainable futures

Plan Thrive is Mitie’s new social value strategy designed to uplift lives, strengthen communities and create a lasting legacy. It brings together our established and award-winning activities, from the Mitie Foundation’s inclusive hiring, supported work programmes and Giving Back initiatives, to our apprenticeships and learning programmes, and inclusion and wellbeing activities. This outcome-focused approach is built on the belief that value is created not just by what we do, but by the difference it makes.

By working with communities, customers, partners and stakeholders, Plan Thrive builds on our track record, bringing in the collective expertise and efforts of Mitie, our customers and our partners, to ensure our actions align with the real needs of the people we aim to support. Embedding our Social Value activities into our work with customers – including Network Rail, the Department for Work and Pensions, Manchester City Council and many more – reflects our belief that social value is integral to the services we offer and the way we do business.

## Creating a diverse and inclusive work environment

Mitie is a people business, so ensuring that we are making it the best place to work is key to how we deliver impact. We are creating a positive work environment, and our commitment to our colleagues is reflected in our employer awards this year, including the Inclusive Top 50 UK Employers list and winning the Business Culture Awards – Winner in the Next

## Foreword continued



Celebrating our people, from award-winning apprentices to the passionate teams behind Plan Thrive, driving inclusive growth, community impact and a culture of opportunity.

Generation for Business Culture category for our Sainsbury's Leadership Academy. We are also proud to have been recognised as a Top 100 Apprenticeship Employer for the third consecutive year, climbing 28 places to #52. We also achieved 5% Club Silver Status and were Highly Commended in the CIPD Best Apprenticeship Scheme category.

Through the Mitie Foundation and its programmes Ready2Work and Giving Back, we aim to break down barriers for people facing employment difficulties. We also support the creation and expansion of trailblazer apprenticeship and learning schemes to close future skills gaps in critical areas like green, digital, engineering and security skills. Over the past year, the ESG Committee has guided our Apprenticeship Levy lobbying activity to improve support to over 1,500 apprentice colleagues across more than 90 courses, and we have seen an increase in our levy gifting by 16% this year (FY25) with an in-year levy transfer amount of £342,580. We are currently supporting 33 apprentices across 13 organisations.

### External recognition and awards

Over the past year, we have made substantial progress, and this report details our initiatives and accomplishments in creating social value. We continue to receive recognition and awards for our leading ESG practices, including the Sustainable Facilities Management Index (SFMI), CDP, Energy Management Awards 2024 for Organisation of the Year, Inclusive Companies Awards 2025 for Inclusive Top 50 UK Employers, and National Apprenticeship Service 2025 for Top 100 Apprenticeship Employers.

### Our ESG governance

Strong ESG governance supports all our environmental and social value initiatives, helping us build long-term, sustainable value to ensure maximum positive impact on our communities, people and the environment, benefiting our customers and shareholders.

Our ESG Committee comprises subject-matter experts from across Mitie who add diverse perspectives, promote increased debate and help us deliver on our commitments.

The ESG Committee drives Mitie's social value and responsible business agenda, while ESG Working Groups play a lead role in delivering our ESG commitments, ensuring continued engagement with customers and alignment with the wider Group strategy. Over the past year, the ESG Committee has overseen the creation of Plan Thrive, ensured compliance with the Corporate Sustainability Reporting Directive, updated Mitie's Supplier Code of Conduct, and enhanced Modern Slavery procedures and statements.

### Measuring and improving our impact: Technology in ESG

We are committed to measurement and reporting to track progress, ensure transparency and accountability, and demonstrate the positive impact we create. Our strategy isn't just about doing good; it's about doing what matters, and we are dedicated to learning from both our successes and challenges to continually improve.

At Mitie, our cutting-edge technology empowers us to deliver transformative, data-driven 'intelligent' solutions that evolve with the needs of our customers. Through this, we have enhanced the quality of our reporting, both internally and externally, to ESG rating agencies and other disclosure organisations. Now in our third year of using Thrive software, we are using data to better understand the social value created through our business activities. We monitor, map and report our social value delivery using customisable dashboards, comprehensive reporting and data downloads, linking the outputs of our activities to the outcomes we want to drive.

### Next year

In FY26, the ESG Committee will focus on continuing to embed our materiality assessment results into strategies across our business and operations, incorporating further circular economy and reuse initiatives into internal operations. We will also focus on rolling out Plan Thrive: improving lives of underrepresented groups through our Foundation employability and employment activities, championing and investing in social value delivery partners and our supply chain, and deploying Mitie's social value delivery programme to our clients. We will continue to invest in creating skills paths for the future for our people and fostering an inclusive working environment that prioritises wellbeing.

On behalf of the ESG Committee, I'm proud to share this ESG Report as the first of many steps on the journey ahead, where we will continue to engage with our stakeholders, including the communities we serve, our partners and our colleagues, to ensure that we remain on course to deliver enduring social value and a lasting legacy.

#### Salma Shah

Non-Executive Director and Chair of the ESG Committee, Mitie Group

# Recognition for our progress and achievements

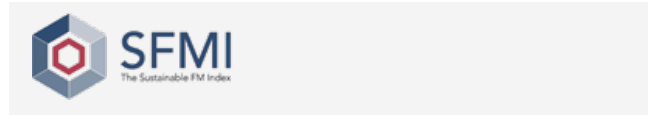
Mitie is proud to be recognised as a leader in ESG among our global industry peers. Our commitment to sustainable and responsible growth is reflected in the industry-leading scores and ratings we have received from respected external organisations.

For the second year in a row, we have been ranked on the CDP's Climate Change A List for our carbon disclosures. This recognition highlights the validation of our science-based targets by the Science Based Targets initiative (SBTi), our ongoing transition to EVs and our enhanced carbon data capture and reporting.

We have been awarded a Negligible Risk rating by Sustainalytics and have achieved first place in the Sustainable Facilities Management Index for the first time, following four consecutive years of receiving Platinum status. Additionally, Mitie is a constituent company in the FTSE4Good Index Series.

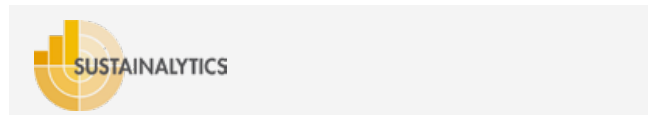
Mitie is a destination employer within our industry. We are committed to providing our colleagues with a place of work where they can thrive and be their best every day, and creating a diverse and inclusive workplace where everyone can reach their full potential.

We have been named in the Top 100 Apprenticeship Employers for the fourth consecutive year and recognised as a Top Employer UK and an Inclusive Top 50 UK Employer for the seventh consecutive year, in addition to being awarded Britain's Most Admired Company.



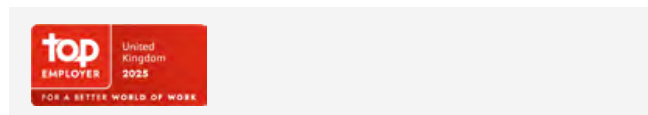
## SFMI

In FY25, Mitie secured first place in the Sustainable Facilities Management Index (SFMI) ESG audit, highlighting its leadership in sustainable facilities management. The company earned full marks in 20 of 23 ESG categories, including Energy Reduction, Board Commitment and Supply Chain Management. It also excelled in Decarbonisation, Social Value, Employee Wellbeing and Risk Management, demonstrating a strong integration of sustainability across operations and a commitment to positive environmental and social impact.



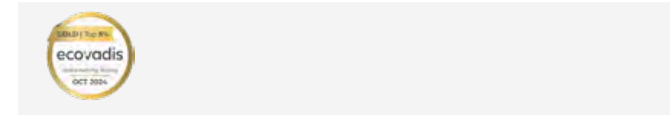
## Sustainalytics

In FY25, Mitie received an ESG Risk Rating of 8.3 from Sustainalytics, placing it in the 'Negligible Risk' category. This reflects Mitie's minimal exposure to material ESG risks and strong management practices. Within the Commercial Services industry, Mitie ranked 16th out of 421 companies, and 133rd out of 14,915 globally, placing it in the top 0.9% worldwide and reinforcing its leadership in sustainable business.



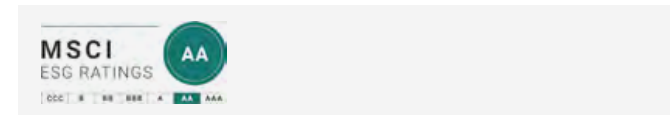
## Top Employer

In 2024, Mitie Group was officially recognised as a UK Top Employer for the seventh consecutive year by the Top Employers Institute, reaffirming its commitment to creating an outstanding workplace environment. It scored 93% in the HR Best Practices Survey – up 2ppts from last year and well above the 85% global benchmark. Mitie was praised for Business Strategy, Leadership, DEI and Talent Acquisition. Benefits include free shares, 24/7 multilingual virtual GP access, life assurance, an Employee Assistance Programme and Salary Finance support. This recognition reinforces Mitie's status as a leading UK employer for its 76,000+ workforce.



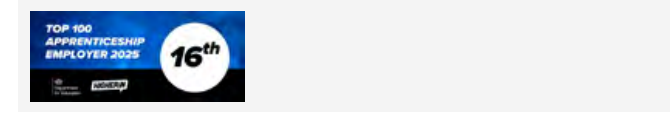
## EcoVadis

Mitie received a Gold rating from EcoVadis for sustainability across its value chain, scoring 77 out of 100 and ranking in the top 5% globally. The rating highlights strong performance in environment, labour and human rights, ethics, and sustainable procurement. It also reflects Mitie's commitment to Net Zero operations by 2025, Real Living Wage accreditation and responsible supply chain practices.



## MSCI

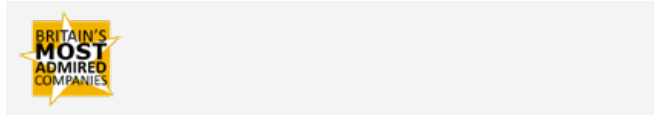
Mitie earned an AA rating, ranking among the top performers in Commercial Services & Supplies and the top 29% globally. This reflects strong ESG resilience, especially in governance and environmental areas. Its governance is industry-leading, with a majority-independent board, separate CEO and Chair roles, and fully independent audit, nomination, pay and risk committees. Mitie scored 9.9/10 in Environment for emissions reduction and health and safety, and 7.3/10 in Governance for oversight and risk management.



## Apprenticeships

Mitie is committed to supporting its people in growing and advancing their careers. The Senior Women in Leadership programme, sponsored by the Chief People Officer, exemplifies how the company is nurturing the skills, expertise and experience of women to step into its most senior roles. This initiative is supported by a Level 7 Leadership apprenticeship delivered in partnership with Corndel College London, alongside one-to-one mentoring. Performance reviews and talent assessments are grounded in objective, concrete criteria to minimise bias in selection and progression processes.

## Recognition for our progress and achievements continued



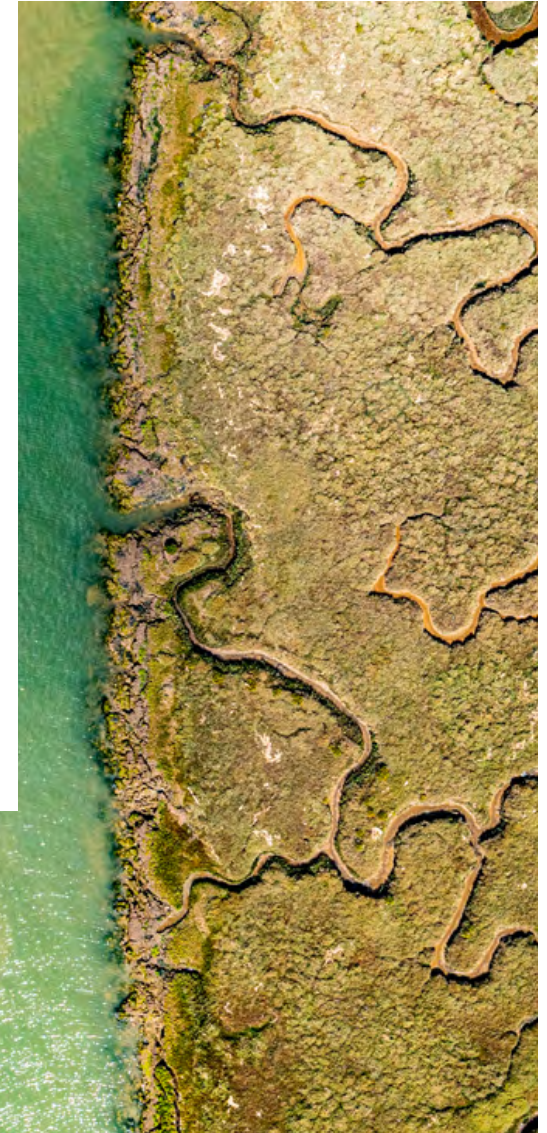
### Britain's Most Admired Company

In 2024, Mitie Group was named Britain's Most Admired Company in the Support Services category, a prestigious accolade that reflects the company's outstanding reputation among its peers and industry leaders. This recognition is part of the longest-running annual corporate reputation study in the UK, conducted by Management Today in collaboration with Leaders Research. The award is based on the perceptions of board-level representatives, analysts and City commentators who evaluate companies across key criteria such as quality of management, financial soundness, long-term value, innovation and corporate social responsibility. Mitie's top ranking in this category highlights its continued excellence in operational performance and leadership, and its commitment to sustainability and social impact within the facilities management sector.



### Mitie's A List status

For the second consecutive year, we have been ranked on the CDP's Climate A List for our carbon disclosures. The CDP (Carbon Disclosure Project) is the world's leading environmental disclosure platform, and its A List recognises companies that demonstrate high transparency, ambitious environmental targets and integrated strategies across climate, water and forest-related issues. In 2024, Mitie was one of only 515 companies globally – out of more than 22,700 disclosers – to receive an A score, placing it in the top 2% worldwide. This recognition reflects Mitie's leadership in climate change mitigation, water security and deforestation risk management. The achievement was driven by Mitie's Plan Zero commitment, which targets Net Zero Scope 1 and 2 emissions by 2025 and Scope 3 by 2035. Progress has been underpinned by initiatives such as a large-scale EV transition and in-house delivery of decarbonisation and data monitoring projects, which have also shaped a compelling customer proposition (see page 19 for more on Mitie Plan Zero – Decarbonisation, Delivered™). By setting ambitious third-party-verified targets – including full Scope 3 emissions – and securing validation from the Science Based Targets initiative (SBTi) (see pages 12 and 91), Mitie has solidified its position as a climate leader for the second year running.



## Recognition for our progress and achievements continued

Mitie is accredited to the following certifications, ensuring that our policies and procedures align with internationally accepted standards, providing external recognition for our environmental efforts and reassuring our customers and suppliers, ensuring that we fulfil relevant compliance obligations to operate sustainably and responsibly. Our Plan Zero strategy ensures that we are reducing our environmental impact through optimising the efficiency of our sites, which aligns with continuous improvement plans relating to energy performance.

### ISO 50001 accreditation:

- Expanded from Mitie Energy to Mitie Group in 2023
- Continued Group Operations certification for ISO 50001 in 2024
- Captures significant energy use across the estate and incorporates the entire fleet

### ISO 14001:2015 certification:

- Covers 100% of Mitie Group's operations at all sites
- Provides a framework for identifying, managing, monitoring and controlling environmental issues
- Maximises efforts to reduce environmental footprint

### Third-party verification:

- FY25 greenhouse gas data verified to ISO 14064-1 standard by Achilles
- Social value data calculated through the Thrive Platform utilising the Impact Evaluation Standard



2013



2013

### Additional accreditations:

- ISO 45001: Occupational Health and Safety
- ISO 22301: Business Continuity Management
- ISO 27001: Information Security
- ISO 9001: Quality Management System
- ISO 31000: Risk Management
- ISO 44001: Collaborative Relationships

All accreditations secured at a Group level, covering 100% of operations and sites.

### Climate Group initiatives:

- Mitie is the first in the industry and one of only 17 organisations globally to join all three initiatives: EPI100, EV100 and RE100
- Focus on energy productivity, EV fleets and renewable energy
- Partnership with the Climate Group enables benchmarking achievements, connecting with a Net Zero community and advocating for decarbonisation advancements

### Plan Zero initiative:

- Launched in 2020 with targets of Net Zero direct operational emissions by 2025 and Net Zero indirect operational emissions by 2035
- Received validation from the Science Based Targets initiative (SBTi) in April 2023 for near-term, long-term and Net Zero targets



## Mitie's science-based targets

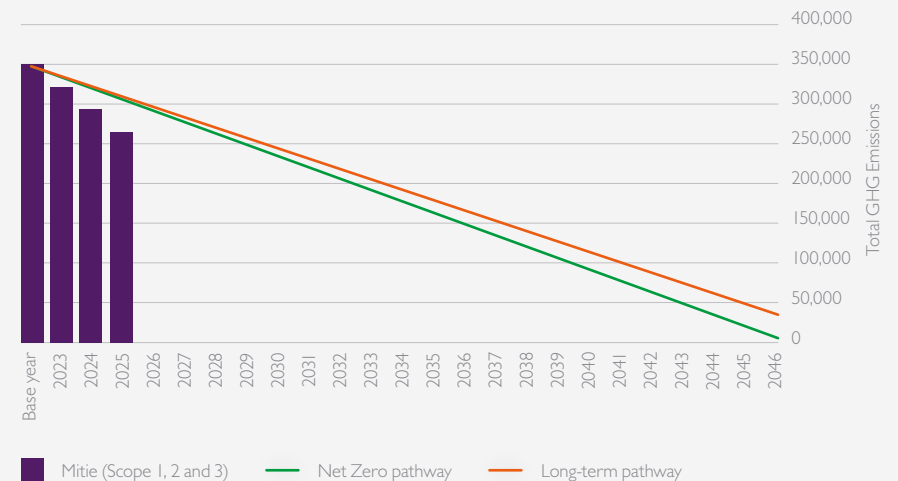
With the launch of our Plan Zero initiative in 2020, Mitie set its own ambitious targets of Net Zero direct operational emissions by 2025 and Net Zero indirect operational emissions by 2035. In addition to these stretching internal targets, we sought external endorsement aligned to science.

The graph shows Mitie's actual data against our long-term and Net Zero targets, demonstrating that our current performance is tracking positively ahead of our science-based targets (SBTs). To see our full list of SBTs and our progress against each metric, see page 91.

In April 2023, Mitie received validation from the Science Based Targets initiative (SBTi) for its near-term, long-term and Net Zero targets, in line with the 1.5 degrees Paris Agreement and based on SBTi methodology. Mitie is one of only 1,880 companies to receive validation across all three categories, which cover Scope 1, 2 and 3.



### Mitie Scope 1, 2 and 3 combined performance against SBTi pathways



# Our ESG strategy

## Delivering impact: Our strategy

Our purpose – Better Places; Thriving Communities – underpins a refreshed strategy that delivers long-term value for people, communities and the planet. Building on our success with Plan Zero, which drives environmental resilience, we now introduce Plan Thrive to deepen our social impact across equity, wellbeing and community outcomes.

These twin strategies are interconnected: thriving communities depend on a healthy planet, and equitable societies sustain environmental progress. Shared enablers – partnerships and responsible supply chain, innovation, and strong governance – ensure unified delivery and transparent impact reporting.

Together, Plan Zero and Plan Thrive create enduring value for our people, communities and the systems we rely on.

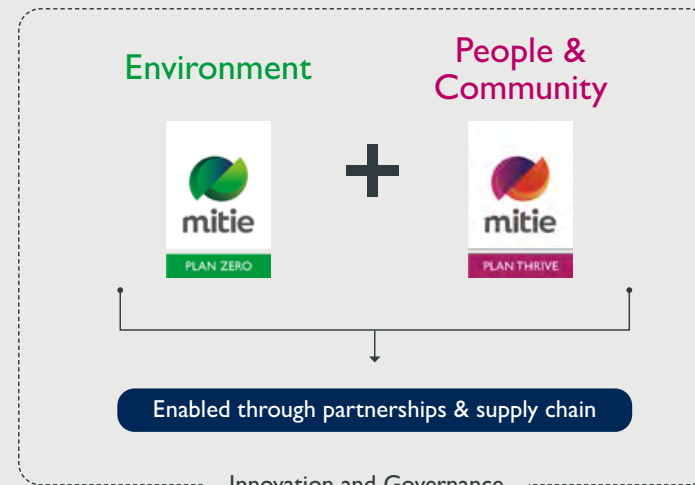
Our ESG strategy includes our pledges and a 15-point plan detailing how we will achieve our goals. This addresses environmental targets including Scope 1, 2 and 3 emissions reductions, our social vision to uplift lives and enable places to prosper, and our commitment to industry-leading governance. In addition to internal targets, we support our customers in accelerating positive social and environmental change through decarbonisation, community engagement, social mobility, inclusion and wellbeing.

Our strategy focuses on long-term success, considering social, environmental and economic aspects of our operations to ensure Mitie is resilient and adaptable. Our responsible approach to business helps attract and retain colleagues and win contracts.

We continue to grow our decarbonisation capabilities organically and through strategic acquisitions, including JCA Engineering, G2, Rock Power Connections, Biotecture and Custom Solar.



### OUR PURPOSE Better Places; Thriving Communities



## Our ESG strategy continued



### Environment

#### Plan Zero: Delivering impact for our environment

Plan Zero is our sustainability strategy to eliminate carbon emissions, enhance biodiversity and mitigate waste for Mitie and our customers. Read more about our environment approach on page 16.

#### Plan Zero pledges:

- **Net Zero by 2025 for Scope 1 and 2:** Our industry-leading Plan Zero initiative commits Mitie to an ambitious short-term target of Net Zero Scope 1 and 2 emissions by 2025
- **80% reduction in scope 3 emissions by 2030:** An interim target to reduce our Scope 3 emissions by 80% by 2030
- **Net Zero Scope 3 by 2035**

#### Our commitments:

- 1. Reduce Scope 1 and 2 carbon emissions:** Drive down energy consumption, eliminate all 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.
- 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. Biodiversity:** Biodiversity net gain must be significantly increased throughout our property portfolio.
- 5. Deliver sustainability:** Embed environmental sustainability into all aspects of every contract and project delivery, not just green projects.



### People and Community

#### Plan Thrive: Delivering impact for society and people

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. Read more about our people approach on page 52 and community approach on page 66.

#### Plan Thrive pledges:

- **Uplift one million lives:** Through job creation, investing in skills and embedding inclusive practices to drive social mobility and a sense of belonging for all our colleagues
- **Enable 1,000 places to prosper:** By delivering social value in the places we work to strengthen community engagement, measuring our impact to learn and improve

#### 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 interdependent relationship of physical, mental and financial 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.



### Partnerships and Supply Chain

#### Enabling impact through innovation and collaboration

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 contributes to a more inclusive, sustainable future. Read more about our partnerships and supply chain approach on page 36.

#### Our pledge:

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

#### Our commitments:

- 10. Sustainable procurement:** Enhance our procurement process, supplier management and development to deliver a longer-term value beyond cost savings, promoting: 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 balanced portfolio of social and nature-based projects to 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.



### Governance

#### Enabling impact through leadership, integrity and accountability

Mitie's governance structure and processes are industry-leading, often scoring us the highest marks in this area through our disclosure channels. Read more about our governance on page 80.

#### Our pledge:

**Measure and report transparently:** With the phased rollout of the Thrive impact measurement platform enabling consistent impact tracking across our key accounts.

#### Our commitments:

- 12. Senior-level oversight:** 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 ensure appropriate whistleblowing schemes are in place.
- 14. Risks and opportunities:** Finance and Risk teams drive sustainable investment and transparent disclosure throughout the business.
- 15. Environmental management systems:** Sustainability frameworks will be established, maintained and improved to fulfil our moral, legal and contractual obligations.

## Our ESG strategy continued

## Launching our new corporate narrative

In 2018, we revealed the last significant update to our purpose, positioning and visual identity. This was focused on 'The Exceptional, Everyday'. While we continue to offer exceptional services to our customers, since that time, our focus has evolved from Facilities Management to Facilities Transformation. And because of this, we needed a new corporate narrative to reflect our growth ambitions.

In April 2025, we reinforced our commitment to elevating the performance of the built environment by launching our new positioning: The future of high-performing places. This reflects our dedication and promise to help customers embrace tomorrow.

This is supported by our people-driven purpose, which has been designed to demonstrate the impact and importance of our work to the communities we serve: Better Places; Thriving Communities.

At Mitie, our purpose is underpinned by a belief that better places create thriving communities. We recognise the vital role carefully considered and well-maintained environments play in supporting the long-term wellbeing of society. This isn't just about looking after places – it's about embedding sustainability, inclusivity and ethical governance into everything we do.

Every day, our work touches the lives of over 7.5 million people. Through our sustainability expertise, our inclusive social initiatives and our stringent corporate governance, we're part of the fabric of society, doing our bit to improve people's lives. People might not always see us, but they'll feel the difference in cleaner air, safer spaces and thriving communities.

Better places are the foundation of a better future. And at Mitie, we care about making that future sustainable for generations to come.



To support our new narrative, four brand pillars will make sure our commitment remains on track.

- **We bring our best, every time:** We go above and beyond to get the job done because we care about every interaction. By creating better places, we're building connections, inclusion and growth – for our colleagues, customers and society.
- **We're transforming places:** Using our best-in-class technology and data capabilities we deliver intelligent, efficient and sustainable services that transform places and help the communities we serve transition to a greener future.
- **We're investing in your success:** We're a strategic partner; as an industry leader in environment, social and governance (ESG) practices, we can support our clients in meeting their ESG goals too.
- **We're serving our local communities:** We hire locally, champion diversity and prioritise inclusion because we understand that a diverse workforce helps build stronger, more connected communities.



# Environment

We are a socially responsible business, committed to creating positive environmental impacts across our entire value chain. The actions we are taking to mitigate climate change and foster sustainability reflect our dedication to leaving a lasting legacy for future generations.

## In this section

- 17 Our progress
- 19 Plan Zero initiatives
- 22 Mitie Plan Zero – Decarbonisation, Delivered™

### Progress against our targets in FY25

2025 target	FY25 performance
Reduce Scope 1 and 2 emissions (global) to 12,775 tonnes	<b>12,775 tonnes</b>
Reduce Scope 3 emissions (global) to 275,752 tonnes	<b>254,355 tonnes</b>
80% of fleet zero carbon	<b>74%</b>
Reduce waste to landfill at Mitie sites to 0 tonnes	<b>0 tonnes</b>

### Mitie's alignment with the UN Sustainable Development Goals

We are protecting the environment by eliminating fossil fuel use, improving energy efficiency and transitioning to a low-carbon economy through our Plan Zero initiative.

We aim to:

- Eliminate all Scope 1 emissions (fossil fuels)
- Drive down energy consumption and adopt natural renewable sources for Scope 2 emissions
- Measure, report and influence Scope 3 emissions throughout our value chain



## Our progress

At Mitie, environmental leadership is not just a goal – it's a responsibility we embrace across every part of our business. In FY25, we made bold strides in our journey to Net Zero, underpinned by our award-winning Plan Zero strategy and a culture of continuous improvement.

Mitie's Plan Zero initiative continues to set the benchmark for environmental leadership in the Facilities Transformation sector. As we approach our 2025 target for Net Zero direct operational emissions (Scope 1 and 2), we are proud to report significant progress across all fronts. Our longer-term ambition to reach Net Zero for non-operational emissions (Scope 3) by 2035 remains firmly on track.

Central to our strategy is the electrification of our fleet, and we are seeing a steady decline in fossil fuel consumption as we transition to full battery EVs. We are enhancing the energy efficiency of our built estate. In FY25, we operated 16 fully decarbonised buildings and continued to replace gas boilers with low-carbon heat pumps, install LED lighting and deploy solar PV systems.

Mitie procures 100% renewable energy for the buildings we control as part of our RE100 commitment. We also procure RE100-compliant Renewable Energy Guarantees of Origin (REGOs) for all our EV charging requirements and will report all Scope 2 emissions as zero under market-based conditions. Our remaining Scope 1 emissions will be fully offset with verified carbon credits through a balanced portfolio of energy, social and environmental projects.

Emissions from our supply chain continue to reduce and this marks our third year of full Scope 3 reporting, including emissions from our supply chain and employee commuting, in line with our validated science-based targets.

Plan Zero is more than a carbon strategy – it's a blueprint for sustainable transformation. Through innovation, investment and collaboration, we are delivering measurable environmental impact for our business, our customers and the communities we serve.



Mitie procure

100%

of our power from  
renewable sources, at  
Mitie-controlled locations

# Our progress in FY25

In FY25, Mitie's Scope 1 and 2 global emissions (location-based) reduced by 6% to 20,130 tCO<sub>2</sub>e, continuing our progress towards Net Zero; net of 4,066 verified emissions-reduction carbon credits, our net Scope 1 and 2 emissions reduced by 22% to 12,775 tCO<sub>2</sub>e (market-based).

UK Scope 1 and 2 emissions totalled 18,171 tCO<sub>2</sub>e (location-based), an 11% reduction from FY24. This improvement reflects a 20% drop in emissions from fuel combustion across our fleet. As a result, electricity consumption increased by 24% across occupied buildings and 34% for EV charging, reflecting the acceleration of EV transition.

In FY25, we added 1,190 EVs, bringing our total to 6,255 – 74% of our UK fleet – making it one of the largest EV fleets in the UK. This transition has been supported by the installation of over 4,000 EV chargers across Mitie sites, customer locations and colleagues' homes. Over the past five years, our fleet has grown to over 8,500 vehicles as the business has grown, both organically and through acquisitions. To reflect this growth, in FY24 we reduced our targets from 85% to 80% by the end of FY25. We remain committed to our target to transition 85% of the fleet to EV by 31 December 2025, aligning with our Net Zero targets.

Scope 3 emissions also saw a 7% reduction, to 254,355 tCO<sub>2</sub>e, supported by improved supplier data and enhanced emissions modelling. Our hybrid approach to Scope 3 accounting using publicly available financial and carbon emissions data combines spend-based and activity-based data. This has enabled more accurate reporting and targeted engagement with suppliers.

We continue to embed circular economy principles across our operations. Initiatives like ReWorkwear and Mitie Clear Workspace continue our efforts to keep resources in use, divert waste from landfill and reduce embodied carbon. We have maintained zero waste to landfill across the Group since July 2022 and improved our recycling rate to 59%.

## EV-olution in motion: Mitie's fleet strategy earns national honours

Mitie Group has been recognised with a series of prestigious national awards in FY25, celebrating its leadership in sustainable fleet transformation and innovation. These accolades reinforce our EV100 commitment to achieving Net Zero emissions and delivering environmental excellence across our fleet operations.

Mitie was named Commercial Fleet of the Year at the Green Fleet Awards, recognising our industry-leading EV transition and investment in low-emission transport solutions.

In 2024, Mitie was awarded the RoSPA Fleet Safety Gold Award in recognition of our strong performance in managing occupational road risk throughout the year. This accolade reflects our commitment to a proactive safety culture, underpinned by robust driver training and data-led risk management. As a business with a large mobile workforce, the award supports safer communities, reduces incident-related emissions and advances our broader sustainability and social value objectives.

"These awards are a testament to the dedication of our teams and the strength of our Plan Zero strategy. We're proud to be leading the way in sustainable fleet innovation and helping our customers decarbonise their transport operations too."

**Chris Cubberley**  
Head of Fleet



# Plan Zero initiatives

## Fleet of the future: 6,000 EVs and counting

In FY25 we transitioned a further 1,190 vehicles to full battery electric, expanding our UK fleet to 74% compared to 66% in FY24. Our fleet continues to increase due to our continued business expansion, both organically and through infill M&A.

Overall, we have made substantial progress over the past five years, converting 85% of our total fleet where EV technology is available, and we now operate 2,260 more EVs compared with the initial expectation when we launched Plan Zero in 2020.

This year we welcomed the 6,000th EV to our fleet, marking a significant milestone in our ambitious journey towards our ambition to transition 85% of our fleet, and further solidifying our position as a leader in sustainable transport.

The vehicle was unveiled by Lilian Greenwood MP, Minister for the Future of Roads, in Westminster. In her role, the Minister is at the forefront of accelerating the decarbonisation of transport in the UK, and was able to hear how, with one of the largest EV fleets in the UK, Mitie is leading the charge as a British business embracing the switch to greener travel, and our ambitious plans to decarbonise the rest of our fleet.

The 6,000th EV joins Mitie's electrical engineering business ESM Power, which Mitie acquired in August 2024. Specialising in grid and power connections, ESM Power plays a pivotal role in decarbonising the UK's energy infrastructure. This is the first EV to be deployed to ESM Power and will support engineers working on critical grid projects across the country, covering an average of 200 miles per day. ESM engineers travel nationwide, maintaining and installing networks for battery storage and solar connections, driving the transition to cleaner energy.

"Reaching our 6,000th EV is a momentous achievement and, having added over 2,000 EVs to our fleet since the start of 2024, we are making rapid progress on our journey to reaching a zero-emission fleet. It was an honour to be joined by the Future of Roads Minister to mark this milestone."

**Chris Cubberley**  
Head of Fleet

"Businesses have a crucial role to play in driving the transition to electric cars and vans, which is why Mitie unveiling their 6,000th EV is a fantastic achievement for the company."

**Lilian Greenwood MP**  
Minister for the Future of Roads



## Plan Zero initiatives continued



At Custom Solar's Chesterfield headquarters, sustainability has taken a bold new shape with the completion of a Solar Carport Canopy. This innovative installation not only expands the site's renewable energy generation capacity but also serves as a visible demonstration of Mitie's commitment to clean energy leadership. Designed to complement the existing rooftop solar PV system, the canopy provides covered parking for vehicles while housing high-efficiency solar panels that generate clean electricity for the site.

The project reflects a dual purpose: enhancing the site's operational sustainability and showcasing the kind of forward-thinking solar infrastructure Custom Solar delivers for customers across the UK. The canopy is directly connected to the building's energy system and supports EV charging bays beneath it.

Beyond its technical benefits, the canopy adds aesthetic value to the Chesterfield office and acts as a live demonstration site for customers exploring solar solutions. It exemplifies how solar innovation can be seamlessly integrated into everyday infrastructure, delivering both environmental and practical value.

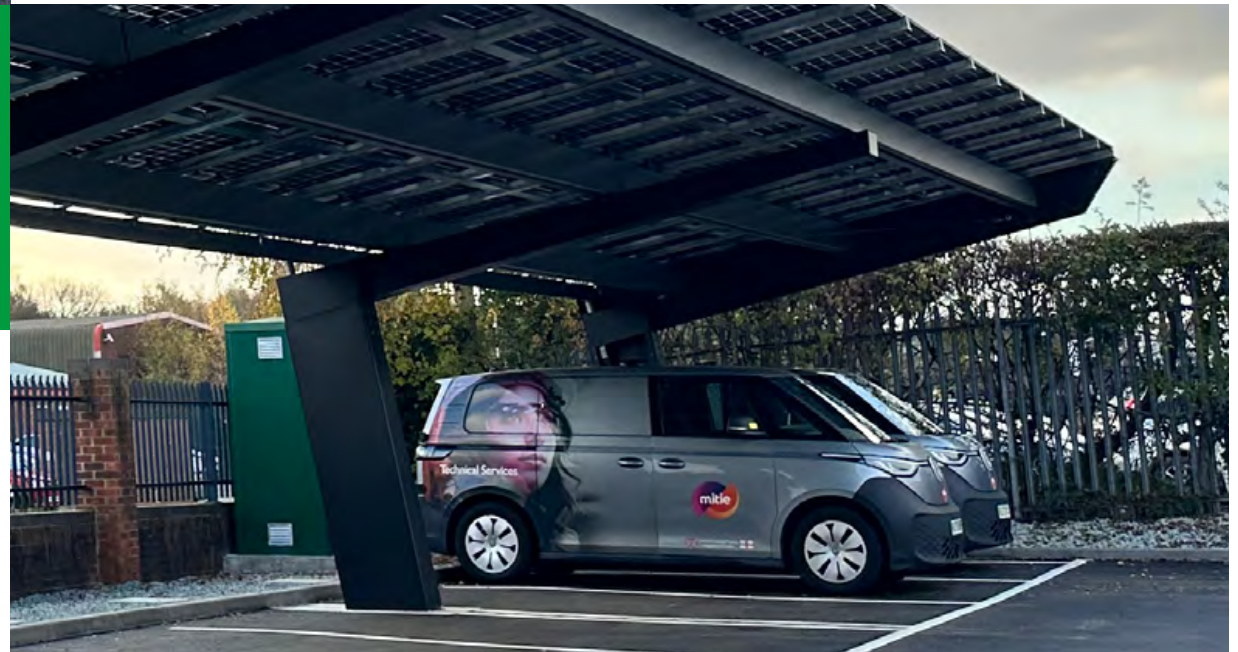
The Solar Carport Canopy stands as a symbol of Mitie's leadership in renewable energy and its ongoing investment in technologies that power a greener future.



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Clean energy, covered parking:

# A blueprint for greener workspaces



## Plan Zero initiatives continued

## Encouraging greener commutes

As part of our ongoing commitment to sustainability and reducing our environmental impact, we launched the 2025 Commuting Survey in collaboration with MobilityWays, a leading UK-based social enterprise that supports large organisations in decarbonising their commutes and developing green travel plans. The survey focused on employees who spent 40% or more of their time at a permanent workplace – classified as commuters – and aimed to gather accurate data to inform our carbon reduction strategies.

Commuting is our second-largest source of carbon emissions after our supply chain. The insights gained from the survey enabled us to:

- Identify areas where emissions could be reduced
- Develop initiatives that promoted sustainable travel options
- Track our progress against our sustainability goals

To complement this initiative and provide employees with practical low-carbon commuting alternatives, we also promoted Mitie's Cycle to Work scheme. This salary sacrifice benefit, administered through Reward Gateway and Cyclescheme, allowed eligible employees to save between 25% and 43% on bikes and accessories, with no upfront cost and tax-efficient monthly payments. The scheme was re-opened in April 2025.

Cycling to work not only supports our environmental objectives but also contributes to employee wellbeing. Replacing one daily car commute with a bike ride for 200 days could save up to half a tonne of CO<sub>2</sub> annually. This aligns with our broader Action Now campaign and our Route to Net Zero learning module, which offers practical tips for commuting more sustainably.

Together, the commuting survey and Cycle to Work scheme form a cohesive strategy to reduce our commuting emissions, empower employees with greener choices and reinforce our commitment to a more sustainable future.



## Trading towards Net Zero: Mitie's market-driven path to decarbonisation

Mitie is accelerating progress on its ambitious Plan Zero pledge to achieve Net Zero emissions across its operations by the end of 2025. Recognising that some Scope 1 and Scope 2 emissions cannot be eliminated through traditional decarbonisation programmes alone, Mitie has adopted a flexible market-based approach to bridge the final gap.

To address residual emissions, Mitie is investing in Voluntary Carbon Market (VCM) credits to offset Scope 1 emissions and purchasing Renewable Energy Guarantees of Origin (REGO) certificates to offset Scope 2 emissions. These instruments ensure that every tonne of unavoidable carbon is matched with a verified environmental benefit.

In FY25, Mitie took a bold step forward by launching its own in-house trading desk. This strategic move gives the Group direct access to renewable energy and carbon markets, enabling smarter, more transparent procurement of REGOs and VCM credits at fair market prices. By leveraging its market-leading energy trading expertise and robust risk management capabilities, Mitie is bringing integrity and clarity to these evolving environmental markets.

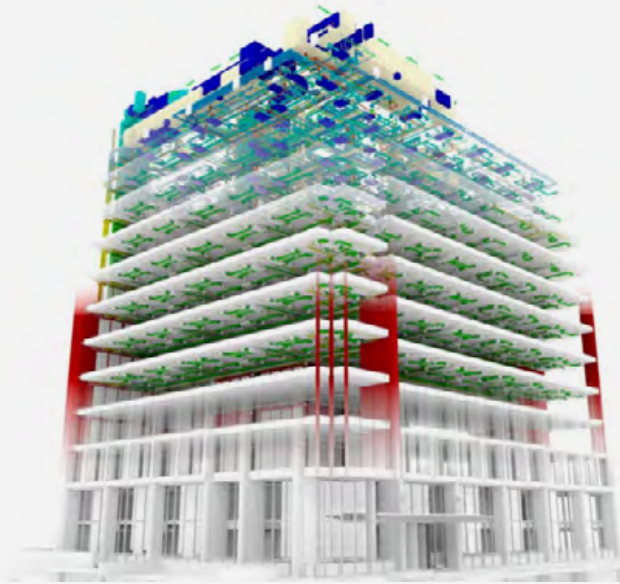
Beyond supporting its own Net Zero journey, Mitie now offers this trading service to corporate clients. As more businesses acknowledge the role of environmental market instruments in their decarbonisation strategies, Mitie is positioned as a trusted partner – helping organisations offset their hardest-to-abate emissions while complementing core sustainability solutions.

"Many of our clients are pursuing ambitious Net Zero goals and are making meaningful progress in reducing their climate impact. We're proud to have expanded our trading and risk management capabilities into carbon and environmental markets, where we're already supporting clients in meeting their REGO, RGGO and Voluntary Carbon Certificate needs. As a trusted partner in energy and sustainability, we're well positioned to help ensure their renewable energy and carbon objectives are achieved at competitive market rates."

**Paul Gleaves**  
PPA Lead for Mitie Plan Zero

# Mitie Plan Zero – Decarbonisation, Delivered™

Image used is a representation of a digital twin model



Mitie was appointed by Barts Health NHS Foundation Trust to develop a Heat Decarbonisation Plan (HDP) to support the organisation's Net Zero 2040 target. Spanning five major hospital sites and over 436,000m<sup>2</sup> of estate, this project represents one of Mitie's largest and most technically complex consultancy engagements to date.

Leveraging deep engineering experience and insight from similar NHS projects, Mitie's decarbonisation engineers conducted detailed site assessments to evaluate asset condition, energy demand and decarbonisation opportunities. This work led to the creation of a fully costed and fundable delivery roadmap, centred on reducing energy use and emissions through building fabric upgrades, energy efficiency improvements, on-site renewables and the phased removal of fossil fuel heating systems.

A flagship element of the project was the development of digital energy twins for each site. These advanced dynamic models went beyond conventional HDP approaches, allowing for precise simulation of building performance and scenario testing of interventions. This enabled Mitie to recommend optimised decarbonisation strategies tailored to each site's constraints. The analysis identified over 26,000 tCO<sub>2</sub>e of potential annual savings through a portfolio of measures including LED lighting, solar PV, insulation, glazing, heat pumps and plant upgrades.

The result is a multi-million-pound, Salix-compliant, UK Government-funded scheme providing Barts with a clear strategic pathway to Net Zero that is aligned with clinical operations, budget requirements and long-term sustainability goals.

Hospitals reimagined:

## Mitie's high-tech roadmap to Net Zero for Barts Health



The analysis identified over  
**26,000 tCO<sub>2</sub>e**  
of potential annual savings

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



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## Pets at Home

In mid-2023, Pets at Home, the UK's leading pet care brand, partnered with Custom Solar to help achieve their ambitious sustainability targets. Pets at Home aimed to reduce Scope 1, 2 and 3 emissions by 42% by 2030 and reach Net Zero by 2040. They chose Custom Solar to manage a £1 million contract, overseeing the entire process from technical design to the installation of solar panels.

We installed a 1.25 MW solar PV solution on the roof of Pets at Home's Staffordshire Distribution Centre. This installation included managing the associated grid connections to ensure the reliability of the centre's power supply. The solar PV system generates 943,420 kWh of electricity per year, significantly reducing the annual carbon footprint by 221 tonnes.

By the end of the project, we had generated 1.07 GWh of electricity and reduced CO<sub>2</sub> emissions by 221 tonnes. This initiative is a significant step towards Pets at Home's sustainability goals.

Catriona Curtis, Head of Sustainability at Pets at Home, expressed their excitement about the partnership, highlighting the contribution of this installation to their emissions reduction efforts and their anticipation of continued collaboration to create innovative solutions.



## David Lloyd Leisure

David Lloyd Leisure (DLL) approached Custom Solar, part of Mitie, to help them achieve their Net Zero target by 2030. They aimed to generate renewable energy on-site across various clubs from Exeter to Aberdeen.

This large-scale project required meticulous planning to ensure efficiency and flexibility, especially given the need for landlord approvals and changes in client requirements.

We began by applying to Distribution Network Operators (DNO) for equipment connections and conducting site surveys to assess roof and structural suitability, electrical infrastructure integration, and managing construction in busy public spaces. Despite the challenges of working on up to four projects simultaneously, we maintained close contact with club staff to minimise disruptions and uphold safety standards.

A significant change occurred when DLL's landlords and insurers required a redesign due to advancements in fire safety in the PV industry. This necessitated a pause and input from technical advisors.

By the end of 2024, we completed ten projects, generating 1.1 GWh of electricity. For instance, the first club in Southend, commissioned in January 2024, generated nearly 200 MWh in seven months, covering 26% of its energy needs and saving 214 tonnes of CO<sub>2</sub> emissions.

Collaboration was key throughout the rollout, involving multiple stakeholders like Arcadis and Bernard Sims Associates. We have delivered an additional 14 clubs totalling more than 3.9 MWp of PV.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



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## Hereford grid substation

Rock Power Connections undertook an extensive project working on behalf of National Grid Electricity Distribution (NGED) to construct and improve a new primary substation in Hereford.

The project build was a comprehensive and challenging endeavour due to its size and scope, and included the installation of a new 132KV compound and a new transformer. Additionally, new busbars were installed throughout the 66KV system, along with five new circuit breakers. The project also involved the construction of new control rooms for both the 132KV and 66KV systems. Furthermore, a pylon had to be moved to allow for the compound to be built.

Rock Power Connections completed the project in a two-and-a-half-year timeframe to NGED's requirements.



## Mitie Biodiversity Team: Leading the way in nature-positive landscapes and ecological innovation

Mitie Landscapes' Natural Environment team collaborated in April to conduct a Preliminary Ecological Appraisal (PEA) and an Arbicultural Impact Assessment (AIA) for a Rock Power site in London's Docklands. The team, including Senior Ecologist Jack Bongard, Junior Ecologist Milly Manley and Head of Natural Environment Don Holmes, carried out a detailed ecological study and GIS mapping. These assessments were crucial for Rock Power to secure planning permission, showcasing Mitie Landscapes' growth into technical landscape specialisms through interdisciplinary teamwork.

The site is

**1.76 km**

long and runs through two conservation areas, impacting four local nature reserves

**6**

protected or notable mammal species were found to be recorded in the area, including hedgehog, otter and four species of bat

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

Energy audit programme:

## Network Rail

Network Rail have targeted a reduction in carbon emissions of 20.5% during Control Period 7 (CP7), which is the delivery plan for Network Rail that sets out planned activities, outputs and expenditure of operating, maintaining and renewing the mainline railway infrastructure in Great Britain over five years (between 1 April 2024 and 31 March 2029) as part of their simple, better and greener vision. This is a step on their journey to be Net Zero by 2050.

Mitie has been working with Network Rail for over 10 years and recently secured a new long-term contract.

This new enhanced and expanded contract was designed with energy efficiency and sustainability as a fundamental pillar of our delivery.

One of the new services being delivered by Mitie is an energy audit programme.

**What Mitie did**

Working with Network Rail we developed an energy audit programme targeting the highest-consuming sites within each region's portfolio.

Mitie's national team of over 40 experienced and highly skilled Energy Managers then undertook detailed surveys of the selected sites, in collaboration with the Mitie IFM and engineering teams.

These comprehensive and detailed surveys involved utility data analysis and in-depth reviews of building HVAC, lighting and controls. These surveys also included decarbonisation reviews and water usage reduction options for each site.

**The outcome**

The detailed audits provided Network Rail with a comprehensive overview of each site's current energy and carbon consumption plus a full suite of recommendations for improving and optimising energy performance.

In addition to the low/no-cost initiatives identified, the reports helped Network Rail develop a pipeline of capex energy and carbon saving projects for delivery throughout CP7.

A live audit and recommendations tracker was also developed to ensure all stakeholders were kept updated on progress throughout the programme.



103

saving measures identified



£1.3m

utility cost savings identified



1,211

tonnes of carbon emissions avoided



22%

saving possible on current energy consumption

"The support, insight and innovations Network Rail can draw on from our suppliers is central to achieving our Net Zero targets and vision of a 'Railway fit for the future.'"

**Stacey Galbraith**  
Supplier Manager, Network Rail



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

### Enhancing aircraft safety with ecological expertise: Mitie Biodiversity Team's success in Cambridgeshire

At a site near Cambridge, the Mitie Biodiversity Team conducted a bat survey to facilitate the clearance of mature trees for aircraft safety at an MOD facility. A mature oak tree, identified as having potential roost features, was approved for removal by Natural England. Prior to tree work, a Preliminary Roost Assessment (PRA) found no bats, and a watching brief was maintained during felling. With a bat licence and climbing qualification in place, the team ensured compliance with wildlife regulations. The project successfully increased aircraft safety without impacting local bat populations, showcasing the Mitie Biodiversity Team's expertise in balancing infrastructure development with wildlife conservation.



### Landscapes with purpose: Mitie's model for sustainable design

Mitie's Green Planet Design Conference in Preston brought together industry leaders and customers to spark innovation in nature-positive landscapes. At the annual conference at Brockholes Nature Reserve, speakers from BBCT, RES and Plantlife led dynamic discussions on sustainable land management – driving collaboration and fresh thinking.

Green Planet Design by Mitie Landscapes is a bold blueprint for greener spaces. It boosts biodiversity with living walls and native habitats, cuts carbon through climate-smart design and tackles flooding with natural drainage. It also enhances wellbeing by creating calming, active green spaces.

This is sustainability in action – where smart design meets real-world impact.



### Awards and recognition

In 2024, Mitie Landscapes achieved Green World Ambassador status awarded by The Green Organisation, recognising their exceptional work in biodiverse landscape transformation projects and the design and creation of wellbeing and sensory gardens for their customers.

### Mitie's technological advancements in efficient nature and arboriculture services

Mitie uses advanced technology, including satellite imagery and AI algorithms, to efficiently gather and interpret data on habitats. This provides a detailed, low-cost overview of nature on customer portfolios, enabling targeted investment. Follow-up on-site assessments use GIS systems for detailed mapping to enhance nature and tree health. Additionally, robotic mowers are employed for grass cutting, improving efficiency, reducing carbon emissions and allowing teams to focus on quality service and customer satisfaction.

### Facts and figures

- 740 hours of embedded ecology services, including species surveys and habitat assessments
- 5000+ hours of holistic nature recovery services, from desk surveys to habitat design and delivery
- £700,000 worth of ecology services delivered across the UK
- Surveys of 30+ species of UK principal importance, including golden eagle, wild cat and great crested newt

### Commitment to nature

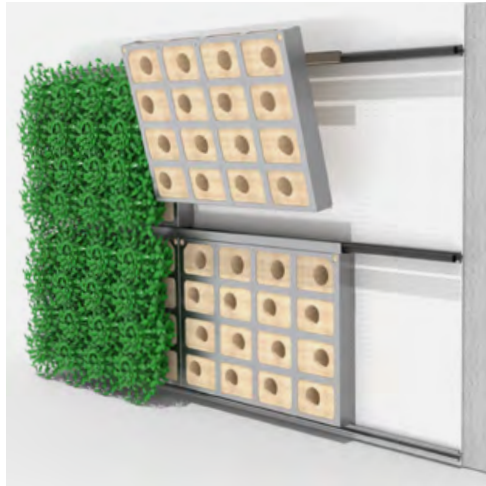
Mitie is dedicated to advancing nature-positive land management and promoting biodiversity through innovative projects and strategic partnerships.



### Strengthening partnerships for nature recovery

We continue to work closely with key environmental charities, promoting their work and engaging customers in nature recovery. Mitie is supporting the Royal Entomological Society's touring photographic exhibition, launched in November 2023, which has visited customer offices, nature reserves and museums throughout 2024 – 25. The BBCT BeeWalk, held in June, trained customers to identify bumblebee species, participate in the national BeeWalk scheme and survey urban nature-positive landscapes around Camley Street Natural Park.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



### Prioritising fire safety

Fire safety is a crucial factor when choosing a cladding system, and living cladding is no exception. Biotecture are leading the way in this area and have developed an aluminium variant of their BioPanel living wall system which contains minimal combustible materials. The system has undergone destructive fire testing, and the first project to use it is expected to be installed in 2025.

Biotecture has also invested in the development of additional moisture sensors to provide extra reassurance for clients and insurers. Thirty-two were installed across the recently installed living walls in Sheffield City Centre.



### New green landmark for London

In 2024 Biotecture installed a living wall on the re-developed New Bridge Street House in Blackfriars, creating a new green landmark for London. The living wall spans the south façade of the building and is visible the length of Blackfriars Bridge.

One of the primary goals of the new development was sustainability, with thermal efficiency being a key consideration. Biotecture installed the living wall on the existing brickwork using Hilti helping hand brackets, allowing for a 150mm-thick layer of insulation to be included behind the backing board.



### New horticultural centre of excellence for Biotecture and Mitie Landscapes

In February 2025, Biotecture, Mitie's living wall specialist, moved to a new, larger nursery site in West Sussex. This relocation will allow the business to expand and enable Biotecture to develop their other urban greening options for clients such as green roofs and biodiversity shelters.

### Mitie Biodiversity Team ensures wildlife protection in Midlands infrastructure project

In a recent project for critical UK infrastructure in the Midlands, the Mitie Biodiversity Team conducted a badger survey that confirmed active badger presence, necessitating adjustments to construction plans. The survey's detailed report guided the construction team in avoiding harm to the badgers and complying with wildlife legislation. Temporary closure and reopening of the sett ensured minimal disruption while achieving project goals. This case study highlights our expertise in balancing development with wildlife conservation, ensuring compliance and environmental stewardship.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



### Lighting the way to Net Zero with an LED revolution

A major high street retailer has embraced sustainable, innovative lighting technologies and partnered with Mitie to significantly reduce their energy consumption and carbon emissions through the rollout of an LED lighting upgrade across 46 stores.

Mitie's expertise in retail and distribution made them the ideal partner for this LED upgrade. Having successfully completed an LED refit for their Distribution Centre, Mitie minimised risk by acting as a principal contractor and delivering a full turnkey total expenditure solution from design to installation. With a seven-year warranty and guaranteed lighting performance, Mitie ensured seamless installation, efficient project management and adaptability – creating the best value, reducing disruption and enhancing customer and staff experience.

Mitie's Lighting team delivered a comprehensive, end-to-end LED lighting upgrade, seamlessly integrating design, installation and independent energy monitoring. The project involved replacing 109,509 fittings and incorporated innovative technologies such as 3D mapping and estimating software to ensure precise lighting design and seamless installation. This transformative upgrade enhanced both customer and staff experience, reduced energy use by 68% and delivered savings of £1,751,065.



### Lighting the way: Sustainable innovation at Edinburgh's Mound

Lloyds Banking Group sought to upgrade the ageing external lighting of The Mound, an iconic Edinburgh landmark, to enhance energy efficiency and allow dynamic colour-changing displays for social awareness events. Mitie Lighting collaborated with industry specialists to develop a cost-effective, sustainable solution using 3D renders and design modelling. The result is a modern lighting system that brings the building to life while delivering a 73% reduction in energy consumption. Through WEEE directive compliance, 90% of waste was recycled. The Lloyds team now has full control over lighting scenes, strengthening community engagement and aligning with Net Zero carbon goals.

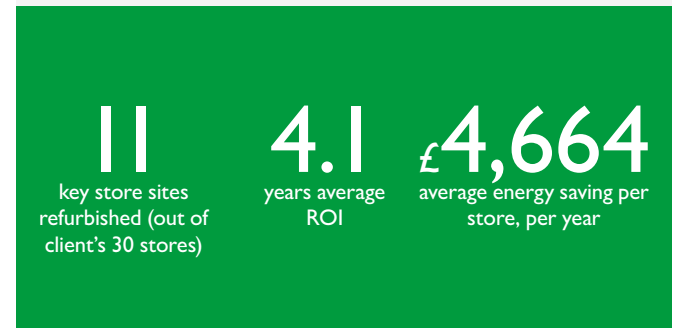
"Mitie exceeded our expectations upon commission of the project. We were delighted with the result, and The Mound is now one of the best-lit buildings in Edinburgh!"

Emma Johnson, Sustainability Programme Manager, Lloyds Banking Group



### Bravissimo's bright transformation

Bravissimo, a UK-based lingerie retailer with an ageing estate, faced challenges with poor lighting, impacting customer experience and visibility of price points. With a government ban on discharge and fluorescent lighting, replacement lamps became scarce and costly. In 2021, Mitie was commissioned to assess urgent lighting needs, collaborating with a manufacturing partner to implement energy-efficient luminaires. The project significantly improved store ambiance, enhanced merchandise presentation and reduced energy consumption. Positive customer feedback has led to expectations of increased footfall and profitability. Due to the project's success, Bravissimo is now seeking funds to upgrade lighting across its entire estate.



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

# Mitie waste and environmental – water

## Water stewardship – responsible use, measurable impact

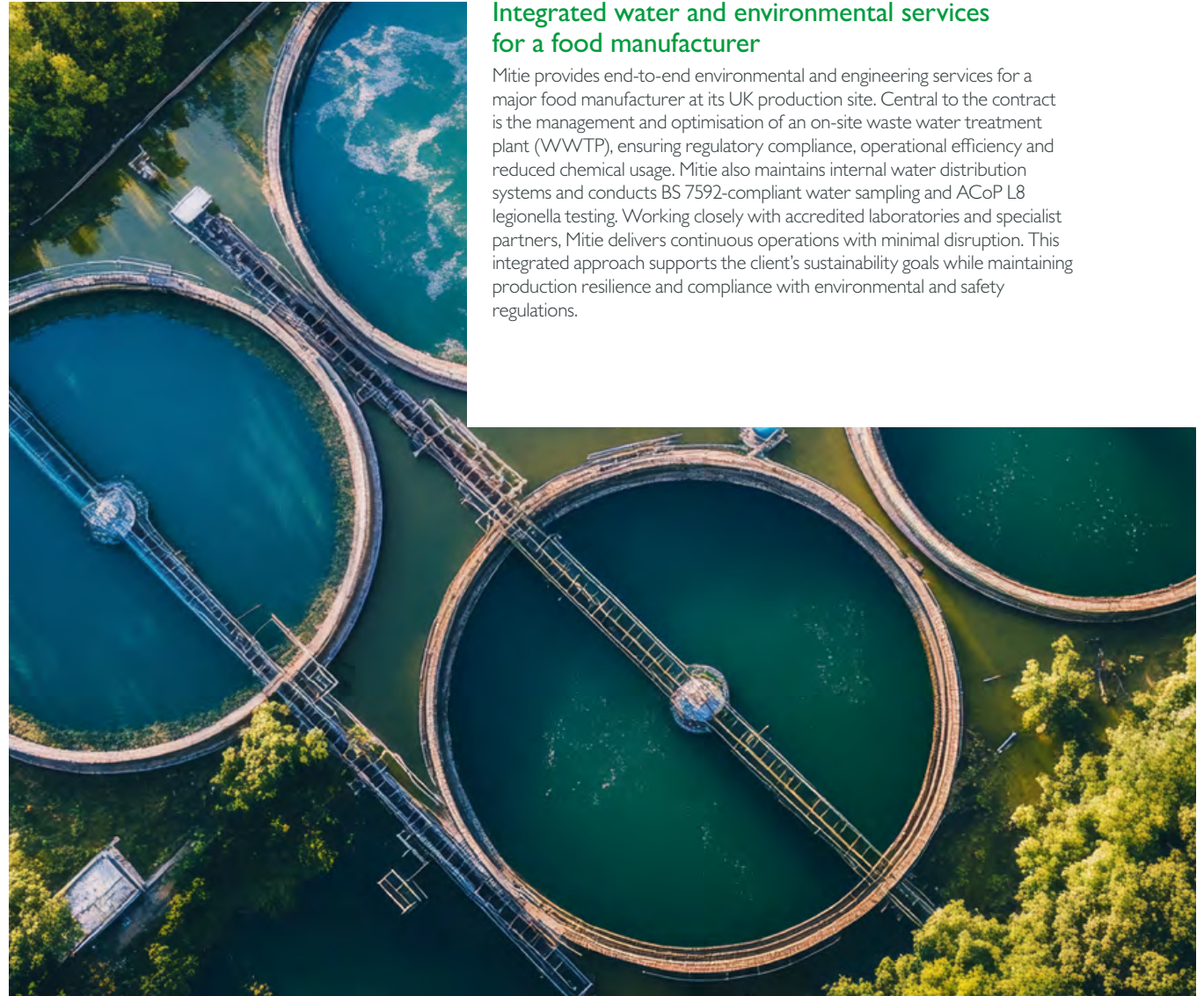
At Mitie, our approach to water stewardship reflects our broader ESG commitment to deliver sustainable, technology-enabled services that protect people, resources and the environment. Aligned with our 'From Rain to Drain' strategy, we manage the entire water cycle, optimising supply, use, hygiene and discharge to deliver measurable environmental value across diverse client estates.

We are committed to supporting the UK's national water reduction ambitions. In its Environment Improvement Plan (EIP) and Plan for Water, the Department for Environment, Food & Rural Affairs (Defra) set a target for non-household (NHH) water consumption to reduce by 9% by 2038 and 15% by 2050, against a 2019–20 baseline. Reflecting this national ambition, we have embedded reduction targets into our operations and are actively contributing to industry-wide efforts.

Now operating as a licensed water retailer, we are also working in partnership with our clients to drive similar improvements across their estates. From manufacturing plants and food production sites to office campuses and healthcare facilities, we are applying tailored strategies to reduce water consumption, increase efficiency and minimise waste.

We are deploying Automated Meter Reading (AMR) across our own and many client sites, enabling real-time consumption monitoring and data-led decision-making. This approach supports early leak detection, performance benchmarking and transparent progress tracking towards reduction targets.

By combining intelligent systems with awareness campaigns and the implementation of water-efficient devices, we are driving long-term behavioural change. We are promoting a culture of water consciousness, both internally and externally, ensuring our customers can meet regulatory requirements while making a tangible contribution to environmental resilience and Net Zero goals.



## Integrated water and environmental services for a food manufacturer

Mitie provides end-to-end environmental and engineering services for a major food manufacturer at its UK production site. Central to the contract is the management and optimisation of an on-site waste water treatment plant (WWTP), ensuring regulatory compliance, operational efficiency and reduced chemical usage. Mitie also maintains internal water distribution systems and conducts BS 7592-compliant water sampling and ACoP L8 legionella testing. Working closely with accredited laboratories and specialist partners, Mitie delivers continuous operations with minimal disruption. This integrated approach supports the client's sustainability goals while maintaining production resilience and compliance with environmental and safety regulations.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



### Real-world wins in sustainable office fit-outs

As part of our commitment to a circular economy and carbon-conscious procurement, two recent office fit-out projects delivered by Mitie Clear Workspace exemplify the tangible benefits of reusing furniture assets. In both cases, the teams successfully sourced 51 furniture items entirely from reuse channels, avoiding the need for new manufacturing and significantly reducing environmental impact.

In the first project, supporting an office fit-out for a national window cleaning company in Exeter, the reuse strategy led to an embodied carbon avoidance of 3.2 tonnes CO<sub>2</sub>e. This was achieved by repurposing items such as desks, operator chairs, lockers, tambour units, a booth, and meeting and breakout furniture. The financial impact was equally compelling, with an estimated cost saving of £23,000 compared to procuring new equivalents. This not only demonstrates environmental stewardship but also strong fiscal responsibility.

The second project, similarly focused on furnishing a new office space for an engineering company, achieved a carbon saving of 2.7 tonnes CO<sub>2</sub>e through the reuse of 51 assets, including desks, chairs, tambour units and coat stands. The reuse-first approach resulted in a further £7,500 in cost savings. Both projects underscore the scalability and replicability of reused procurement in delivering on Net Zero ambitions.

These case studies highlight how integrating reuse into procurement processes can deliver measurable ESG outcomes – cutting carbon, reducing waste and driving cost efficiency – while supporting clients in turning sustainability ambition into action



### Recycling change: Inside Mitie’s test-and-learn sustainability pilot

Mitie has been working in close partnership with a major national retail and commercial bank to pilot a series of innovative ‘test-and-learn’ initiatives aimed at transforming food and waste management across one of its flagship branches.

As part of this programme, new recycling stations were installed, featuring best-practice signage designed to engage employees and encourage informed recycling choices. In a move to reduce single-use plastics, plastic milk bottles were replaced with dispensers, supporting the bank’s sustainability goals. A comprehensive waste tracking system was also introduced, providing granular data on waste volumes across all streams and identifying contamination levels to drive continuous improvement.

In collaboration with our partner Clear Workspace, we advanced circularity across the bank’s estate, ensuring that usable items were redistributed rather than discarded. This year alone, 7,024 pieces of furniture were reused, and 217 items – valued at £23,224 – were donated to local charities, delivering measurable social value and reinforcing the bank’s commitment to responsible resource management.



### Transforming waste management at Bristol Airport

Bristol Airport had committed to a 65% recycling rate but struggled to meet this target. The challenge stemmed from relying on a transient, multilingual visitor base to correctly sort waste into recycling bins. Despite clear signage and bin placement, recyclable materials were often discarded as general waste, limiting progress towards sustainability goals.

To address this, Mitie introduced a bespoke on-site sortation cabin – known as the mini MRF. This facility enabled a secondary sort of general waste collected from across the airport, including terminals, car parks and brand partners. Items such as plastic bottles, aluminium cans, cardboard, glass, food waste and paper cups were extracted for recycling. Hazardous items like vapes and batteries were also safely removed.

The mini MRF has delivered measurable results. With just one staff member operating daily, the site now averages a 70% recycling rate. Seasonal trends influence the waste stream – winter sees more paper cups, while summer brings more bottles and cans. On average, 1.4 tonnes of paper cups are baled monthly, and cardboard is processed into export-ready bales. Food waste is sent for anaerobic digestion, and paper cups are repurposed into greeting cards and cosmetic packaging.

The on-site team’s dedication is central to this success. Working in all weather, they manage contamination challenges and explore new recycling markets. Regular tours for brand partners help reinforce the importance of source segregation.

“We have been impressed with the professionalism, reliability and environmental commitment demonstrated by Mitie Waste & Environmental... Their proactive communication and responsiveness have made them a valued and trusted partner”, said Lisa Wildblood, Bristol Airport FM.

This initiative showcases how operational innovation and teamwork can drive real progress towards environmental goals.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



### Reducing water use through innovation and data for a national property manager

Mitie partnered with a leading UK property management agent to deliver a strategic water efficiency programme across a mixed-use estate portfolio. Through the deployment of Automated Meter Reading (AMR), real-time consumption data was captured across retail, commercial and distribution sites, enabling targeted interventions and early leak detection.

In addition to technology, Mitie implemented water-saving measures such as low-flow fixtures and demand-led cleaning solutions, supported by behavioural change campaigns to drive sustainable habits. This integrated approach allowed the client to demonstrate progress against industry water reduction targets while reducing costs, enhancing ESG credentials and supporting long-term environmental resilience.



This is a carbon saving of around

# 191 tonnes

of CO<sub>2</sub>e for the client. To give an idea of how big this job was, the average incident of fly-tipping in the UK last year was 'van-sized'.

### Mitie deliver a fly-tip fix with real impact

#### Overview

Fly-tipping incidents were up 6% last year in the UK with 1.15 million incidents reported across the country. One of the more extreme examples was discovered at a client site in late summer, where Mitie was called in to respond.

At the heart of the issue was an abandoned building on-site, left vacant for some time and subsequently filled with nearly 400 tonnes of illegally dumped waste. The materials ranged widely, from cardboard, plastic and electrical items to construction debris. Due to the nature of the issue and pressing timeframe to get the problem sorted, all of it was removed within a month – saving the client 191.24 tonnes of CO<sub>2</sub>e had the waste just been left there.

#### Headlines

- The challenge was to effectively remove the waste from the site as thoroughly as possible to reduce impact on the surrounding environment in what was effectively a man-made unlicensed landfill
- After the initial find and realisation of the fly-tipping issue the project was delivered by bringing in a team of waste disposal specialists with machinery able to uplift the waste and take it away from the site working in conjunction with the manned security team on-site
- Since then, the area has been secured and monitored on a much more regular basis to ensure this doesn't happen again
- If the waste had been left unattended for a significant amount of time, the emissions from this would have been double those of sending the 400 tonnes of waste to recycling and energy-from-waste, which were the chosen routes of disposal for the waste

#### Results

Thanks to swift action and close collaboration across teams, nearly 400 tonnes of fly-tipped waste were safely removed within just four weeks. By choosing lower-impact disposal routes, the project avoided over 190 tonnes of CO<sub>2</sub>e emissions, more than halving the environmental footprint compared to leaving the waste untreated. The site is now fully secure, with regular monitoring in place to prevent repeat incidents. A strong outcome for the client, the local environment and carbon performance.

## Mitie Plan Zero – Decarbonisation, Delivered™ continued



The Kao Data Centre – KLON-02

Delivering full lifecycle projects in critical environments

This project highlights JCA's innovative approach and successful delivery of a critical infrastructure project and details the design and build of a state-of-the-art data centre in Harlow, Essex. This project, valued at £44 million, spanned two years and was executed by JCA, leveraging their successful track record with the first data centre, KLON-01.

The KLON-02 data centre is part of the Kao Data Campus, strategically located to serve the South East's burgeoning science and technology sector. The facility, spread over three levels, includes substantial data halls, switch rooms, pump rooms, office spaces and security rooms.

The project was executed in phases, starting with a cold dark shell and progressing to a powered base build with a 2.2 MW IT data hall fit-out. The building features advanced mechanical, electrical and public health (MEP) services, including medium-voltage standby diesel generators, air-cooled transformers and a sophisticated cooling system using Indirect Evaporative Cooling (IEC) units and water mist fire protection.

The project faced procurement and delivery challenges due to the Covid pandemic. However, careful scheduling and an adaptable build programme ensured timely completion. Enhanced fire protection measures were implemented following insights from the Grenfell inquiry.

The project was completed on time and within budget, achieving a BREEAM Excellent rating. The Considerate Constructors Scheme rated the site as 'Excellent' for its respect towards the community, environment and workforce. The project also demonstrated JCA's commitment to sustainability and quality, setting a benchmark for future developments.



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Project value:

£44m

2.2 MW

IT data hall fit-out

## Mitie Plan Zero – Decarbonisation, Delivered™ continued

Chelsea and Westminster Hospital NHS Foundation Trust

# Committed to health, safety and excellence in engineering

The Ambulatory Diagnostic Centre (ADC) project for the Chelsea and Westminster Hospital NHS Foundation Trust provides state-of-the-art cancer, renal and diagnostic imaging services for residents of Hounslow, Richmond and Ealing. This facility ensures quicker and closer access to tests and treatments, reducing pressure on urgent care services at the main hospital. Additionally, the building includes a modern training facility for future nursing staff.

JCA began work on the project in 2021, providing initial MEP (mechanical, electrical and public health) services through all RIBA stages up to stage 4. The project is scheduled for completion in August 2026.

The ADC is an all-electric building and one of the first to be designed according to the new Health Technical Memorandum (HTM) guidelines introduced post Covid. It features MRI, CT, fluoroscopy, BMD, X-ray and ultrasound imaging, along with renal and oncology departments. The facility also includes a medical training centre for Imperial College.

JCA Engineering's commitment to health, safety and excellence in engineering has been recognised through multiple accolades, including two RoSPA Awards for health and safety excellence. The company received the Gold Award for Health for the eighth consecutive year and the RoSPA Health at Work Award, highlighting its dedication to creating a safe and healthy work environment.



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

## Nottingham University Hospitals NHS Trust

## Supporting the NHS's decarbonisation targets

In 2024, we secured a three-year contract with Nottingham University Hospitals NHS Trust to manage healthcare waste sustainably at Queen's Medical Centre and Nottingham City Hospital, with an option to extend for two additional years. This contract uses our advanced autoclave technology to treat waste, which is more sustainable than traditional incineration. Our goal is to recycle decontaminated materials into new products, supporting the NHS's decarbonisation targets. Cliniwaste, which we acquired in October 2023, plays a central role in this contract, with its Nottingham facility located just three miles from Queen's Medical Centre.

Cliniwaste's sustainable waste management projects for 2024–25 focus on providing solutions that support the NHS in achieving its decarbonisation targets. We use advanced autoclave technology to treat clinical waste, which involves using high-pressure steam to destroy bacteria and pathogens, making the waste safe for disposal and recycling. Cliniwaste manages all healthcare-related waste, including hospital gowns, gloves, testing kits and other single-use plastics. The treated waste is then repurposed into plastic pellets for new products, supporting a circular economy.

Our project at Nottingham University Hospitals NHS Trust treats up to 1.8 tonnes of infectious waste every 45 minutes, significantly reducing the carbon footprint compared to traditional incineration methods. The proximity of Cliniwaste's Nottingham treatment facility to Queen's Medical Centre ensures minimal travel distance for waste, enhancing sustainability and reducing transportation emissions.

## Engineering efficiency: Cliniwaste's autoclave upgrade cuts carbon and costs

We have invested over £300,000 in upgrading the autoclave system at Cliniwaste to develop the most energy-efficient process in the industry. Our aim is to ensure operational efficiency and vapour abatement, providing our clients with the lowest autoclave process reportable carbon emissions and minimal vapour release to the atmosphere.

In doing so we have significantly and measurably reduced the water and energy consumption associated with the processing of clinical waste. We have eliminated odour emissions from the site due to vapour no longer being discharged and further reduced GHG emissions by 130 tonnes to 160 tonnes of CO<sub>2</sub>, including nitrogen (NO<sub>x</sub>), sulphur (SO<sub>x</sub>) and carbon monoxide (CO), as the heat recovery reduces the combustion necessary to heat and produce steam.

Our newly improved system allows for infectious waste including yellow sharps to be fully sterilised and shredded, and the plastic content baled for recycling, eliminating the need to send this waste stream for high-temperature incineration. As the first of its kind in the UK, it guarantees a greener, and more cost-effective, method of disposal for our clients' waste.

 part of **mitie**

"At Mitie our philosophy is 'resource, not waste'. Cliniwaste expands Mitie's ability to provide sustainable waste management solutions that embrace the circular economy, while also opening opportunities to bring this innovative waste management treatment to new industries."

**Michael Taylor**  
Managing Director, Mitie Waste and Environmental



## Mitie Plan Zero – Decarbonisation, Delivered™ continued

St George's University Hospitals NHS Foundation Trust

## Developing low-carbon menus

In an effort to reduce the carbon emissions associated with mealtimes in the NHS as part of a united goal to reach Net Zero by 2040, Mitie worked with apetito and our customer St George's University Hospitals NHS Foundation Trust in south-west London to develop a reduced-carbon menu on-site.

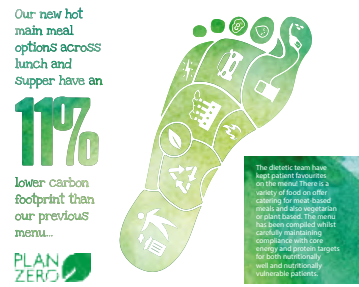
The reduced-carbon menu works by making small but smart changes to patient menu cycles, reducing the amount of red meat in favour of ingredients with a lower carbon footprint such as white meat, fish and plant-based options. These small changes make sure not to demonise any one ingredient and have been proven to have no impact on patient nutrition or satisfaction levels.

Following on from a successful pilot scheme in 2021 and an official launch in 2022, these reduced-carbon menus have now been in play for over three years. In this time, St George's Hospital has reported a 17% reduction in its carbon emissions across all the meals it serves – far exceeding the initial expectations when the scheme began and demonstrating the significant impact these small changes can have in reducing environmental impacts.

The success of this scheme is a testament to the strong partnership built between apetito, St George's Hospital and Mitie, and the dedicated collaboration between each partner – evidencing the art of the possible in this space.



Scan me to watch the video



"People are looking to us as an industry specialist to explore how this can be developed elsewhere. Let's be honest, the climate change challenge is everyone's responsibility and so everyone should be jumping on this, particularly around our healthcare environments."

**Jenny Doman**  
Deputy Director of Estates and Facilities at St George's Hospital



Annu Sharma, Head of Dietetics & Patient Catering Development for Healthcare, won the award for Healthcare Catering at Contract Catering 2025. For the amazing work across these projects and others.

## Reducing waste through Project Boomerang

Project Boomerang is a pioneering closed-loop packaging recycling initiative developed by apetito, a meals provider for healthcare and care home settings. Launched into the NHS in 2023, the project enables the collection and recycling of used meal trays – particularly from apetito's Carte Choix and Specialist Nutrition ranges – into brand-new trays, all within the UK.

Key highlights of the initiative include:

- Over 25 million trays have been returned and recycled across both healthcare and consumer sectors
- Participating NHS hospitals have achieved tray return rates exceeding 50%, significantly reducing waste and supporting sustainability goals
- The initiative has already helped save an estimated 13,924 kg of CO<sub>2</sub>e, contributing to the NHS's Net Zero targets
- The programme is being expanded into care homes, with similar environmental and cost-saving benefits

## Enhancing patient care with smart solutions

As part of our commitment to improving patient care and operational efficiency, Mitie partnered with Refreshment Systems Ltd to trial a Dysphagia Hydration Station on an acute stroke unit at St George's Hospital. This initiative targeted improved hydration experiences for patients with dysphagia, a condition requiring thickened fluids for safe consumption. Traditional manual preparation was time-consuming and inconsistent; the automated system ensured precise adherence to the International Dysphagia Diet Standardisation Initiative (IDDSI) framework at the push of a button. The pilot demonstrated many benefits such as improved patient satisfaction and fluid intake, and clinical time savings – freeing staff to focus more on care delivery. The system also supported environmental and financial goals by reducing waste and manual material use. Training requirements were also minimal due to the intuitive interface, and the machine offered 24/7 access to a wide drink range, including speciality options.



# Responsible supply chain

We manage a responsible supply chain that is engaged in the creation of positive social impacts across all areas of the business.

## Progress against our targets in FY25

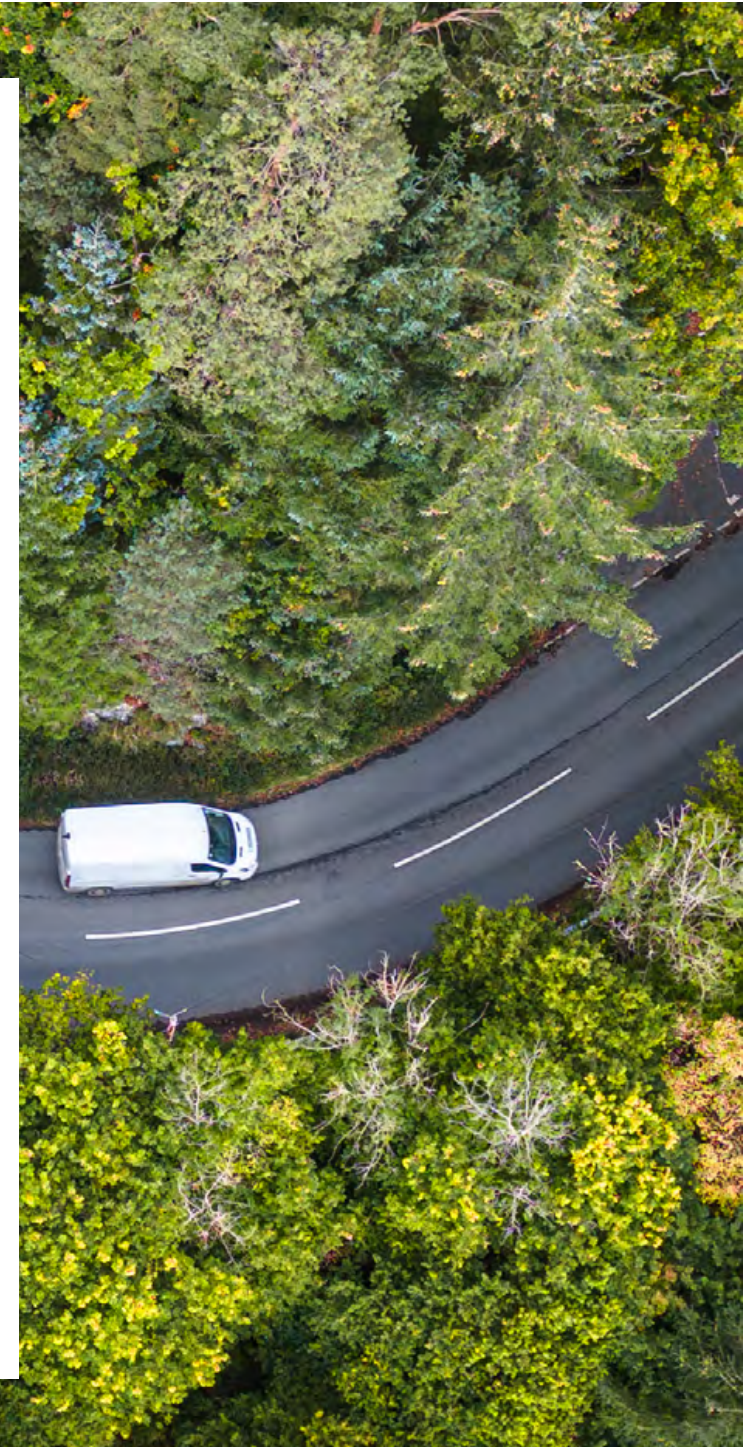
2025 target	FY25 performance
Increase spend with Voluntary, Community, and Social Enterprise to £2.3m	£3.4m
Increase % spend with SMEs to 33%	47.3%
Increase % spend on Supplier Management Framework to 40%	55.2%

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### Mitie's alignment with the UN Sustainable Development Goals

- Create a responsible supply chain that supports social enterprise and local delivery, and adopts a circular economy to reduce consumption and waste
- Promote safe and fair working conditions, including the responsible management of environmental and social issues within the supply chain, incorporating human rights, modern slavery and labour standards
- Sustainability is a fundamental measure in supplier engagement and delivers long-term value beyond cost savings



## Our progress

FY25 was a breakthrough year for procurement at Mitie, as we accelerated our shift towards a more sustainable, efficient and ethical supply chain. With bold innovation and stronger governance, we redefined how we work with suppliers, deepened our ESG commitments and unlocked powerful digital tools.

We enhanced our Supplier Management Framework and fully embedded EcoVadis into supplier assessments, giving us real-time visibility into environmental, ethical and labour standards. Coupa upgrades streamlined operations and delivered sharper insights through automated dashboards. We cut supply chain emissions by 6% and increased spend with preferred suppliers to over 60%.

Our first Supplier Conference brought together 180+ suppliers and colleagues to share ideas and celebrate environmental leadership. We also strengthened our ethical sourcing strategy to address rising risks like climate change, economic instability and modern slavery. Through supply chain mapping, ESG health checks and targeted onboarding, we proactively identified and mitigated risk. We achieved 100% on the Government's Modern Slavery Assessment Tool (MSAT) and 87% on the Labour Standards Assessment Tool (LSAT), and continue to track progress through KPIs covering supplier statements, training, audits and grievance mechanisms. We also exceeded our £2.3 million target spend with VCSEs and continued to grow our engagement with SMEs across the supply chain.



Social value return on investment

£235m

spend with small and medium enterprises (SMEs)

# Creating a responsible supply chain

## A smarter, sustainable future: Evolving Mitie's Supplier Management Programme

Over half of Mitie's procurement spend is now managed through our Supplier Management Programme (SMP), a framework designed to ensure suppliers align with our sustainability goals and deliver long-term value.

In FY25, we focused on strengthening, simplifying and digitalising the SMP to enhance governance, insight and supplier collaboration.

Key improvements included:

- Simplified SMP scorecard – clearer, more structured performance evaluations that are easier to complete and act on
- Centralised reviews – improved visibility, efficiency and auditability across supplier performance
- Policy and reporting alignment – supports compliance with our Procurement Policy, Supplier Management Framework (SMF) and external sustainability reporting
- Scalable and future-ready – adaptable for evolving needs, including the ability to create Preferred Supplier List (PSL) league tables and support FY26's focus on data-led decision-making and process simplification

At Mitie, procurement is more than acquiring goods and services – it's about building a responsible, sustainable supply chain. The SMP provides a structured mechanism for performance reviews and action planning, underpinned by our Coupa platform to ensure consistency and transparency.

Our strategy is not just about managing suppliers – it's about forming partnerships that drive sustainable value. Through collaboration, continuous improvement and a strong ESG foundation, we are committed to leading the way in ethical and responsible supply chain management.

### Our SMP strategic objectives

#### 1. Working together

##### Build collaboration and take action to improve together

Our commitment to ESG begins with fostering robust collaboration with our suppliers. By defining key personnel and points of escalation, we establish clear communication channels that facilitate positive working relationships at all levels. This collaborative approach ensures that suppliers are not only aware of our ESG goals, but are also active participants in achieving them.

- **Communication:** Ensuring all stakeholders are aligned on ESG objectives
- **Problem resolution:** Timely availability of supplier management information (MI) and swift processing of requests bolster compliance with ESG standards
- **Compliance:** Regular updates and maintenance to uphold high ESG standards

#### 2. Delivery rating – operational performance

**Optimise service: 'On Time Every Time'**  
Operational excellence is integral to our ESG commitments. By continuously monitoring and evaluating supplier performance against KPIs, we ensure that our suppliers deliver high-quality services consistently.

- **Contract performance:** Regular MI reviews to confirm suppliers meet service KPIs, supporting operational reliability and sustainability
- **Problem resolution:** Swift response to ensure that any issues are resolved promptly, with remedial action taken to maintain service integrity

#### 3. Value for money – total cost of ownership competitiveness

**Optimise total cost of ownership, delivering value for Mitie and our clients**  
Our focus on total cost of ownership goes together with our sustainability goals. By evaluating cost-efficiency alongside environmental impact, we strive to deliver value sustainably.

- **Contract performance:** MI reviews to verify cost and price KPIs, ensuring economic sustainability
- **Cost reduction:** Identifying, evaluating and realising cost-saving initiatives, incorporating environmental and social impacts

#### 4. Ethical and responsible supply (ESG)

**Meeting social value targets for an ethical and responsible supply chain**  
We are truly committed to integrating ethical practices and social value into our supply chain. This commitment is reflected in our rigorous supplier evaluations and continuous monitoring.

- **Supplier sustainability:** MI reviews to assess compliance with ESG KPIs, ensuring that our suppliers uphold our ESG standards
- **Environmental impact:** Implementing plans to reduce environmental footprints, such as reducing the number of deliveries, waste reduction, packaging optimisation and prioritising reusability, repairability and recyclability. Comprehensive reporting on carbon footprint and proactive measures to mitigate it are key components of our strategy

#### 5. Quality and safety (QHSE)

**Proactively manage quality and safety and drive continuous improvement**  
QHSE performance is critical to our responsible supply chain management. We ensure our suppliers adhere to stringent QHSE standards through continuous assessment and improvement.

- **Contract performance:** Regular MI reviews to ensure suppliers meet QHSE KPIs, fostering a safe and healthy supply chain
- **Problem resolution:** Swift response and resolution of any findings to maintain high standards of quality and safety

## Creating a responsible supply chain continued

Independently verified,  
collectively achieved:  
6% supply chain  
emissions reduction

We're proud to announce a 6% reduction in our supply chain emissions for FY25, bringing our total down to 201,486 tonnes. This achievement, independently verified by Achilles, reflects our ongoing commitment to sustainability and better data practices.

In FY24, we introduced a hybrid approach to measuring supply chain emissions. Rather than relying solely on average spend data, we now combine publicly available supplier information with the environmentally extended input-output (EEIO) model. This method links product and service categories to carbon values, which we then convert into sterling based on our actual spend.

To ensure accuracy, we only use supplier data that is published in official annual reports for our calculations and verification.

Using this approach, we gathered emissions and revenue data from 256 suppliers, covering 60% of our strategic supplier spend:

- 78 of these suppliers publicly reported their emissions, allowing us to calculate the portion linked to our business
- For the remaining 178 suppliers, we used the EEIO model to estimate emissions

We also continue to engage our supply chain on decarbonisation through our annual carbon questionnaire, which helps us identify opportunities to collaborate and improve.

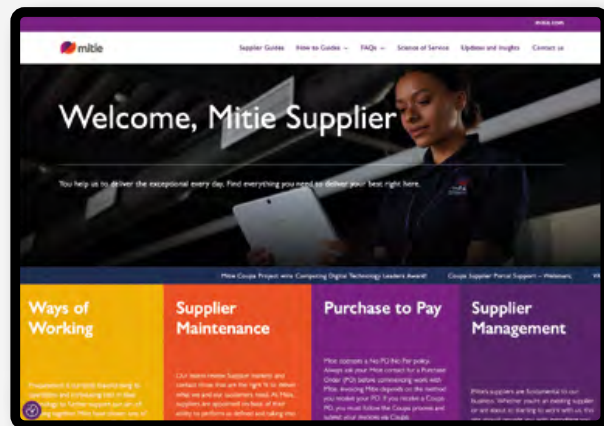
This progress supports our wider ESG and Plan Zero goals and reinforces our leadership in building a more sustainable and responsible supply chain.



## Creating a responsible supply chain continued

## Building supplier confidence through digital engagement

FY25 was a big year for supplier engagement, with the Mitie Supplier Portal gaining real momentum. More suppliers are using the DSP platform with confidence, leading to faster onboarding, smoother interactions and stronger compliance. The numbers speak for themselves: over 60,000 portal views in FY25, with our Supplier Guides topping the charts as the most-used resource. It's clear our suppliers value simple, accessible support. Looking ahead, we're focused on making it even easier to work with Mitie – building on trust, clarity and digital tools that work.



## Smarter, greener procurement at Mitie

At Mitie, we're transforming procurement with our Digital Supplier Platform, powered by Coupa. This smart system is helping us save money, work more efficiently and get full visibility across our supply chain.

Since launching Coupa, we've automated our procurement processes, cutting down on manual tasks and boosting productivity. Even as we've grown through acquisitions, we've kept our supplier base lean – with c.8,000 suppliers – while focusing spend through our trusted Preferred Supplier List (PSL).

We're also making a positive environmental impact. By switching to digital purchase orders, we've saved the equivalent of 87 trees in just one year by eliminating paper waste.

But Coupa is more than just a tech upgrade – it's a game-changer. It's helping us:

- Improve supplier data and visibility
- Streamline processes
- Strengthen supply chain resilience, and
- Support our sustainability goals

We're proud to be leading the way in digital procurement, building a supply chain that's more agile, transparent and responsible.



## Making it easy for suppliers to work with us

At Mitie, we're committed to making it easy for suppliers to work with us. Our dedicated portal, MitieSuppliers.com, provides all the tools, guidance and resources needed for effective collaboration – from onboarding and compliance to ESG alignment and digital procurement.

Our onboarding process ensures that every new supplier aligns with Mitie's values, operational standards and sustainability goals from the outset. This includes completing a New Supplier Information Request (NSIR), agreeing to our Social Value Policy and meeting essential compliance requirements across areas such as health and safety, insurance and financial stability.

Equally important is a clear commitment to environmental, social and governance (ESG) practices. We expect suppliers to uphold ethical labour standards, promote diversity and inclusion, and adopt environmentally responsible behaviours – such as reducing carbon emissions and minimising plastic use. Suppliers are also expected to take proactive steps to prevent modern slavery and unethical labour practices within their operations and supply chains, reflecting our broader commitment to human rights and responsible business.

This structured approach helps us build a supply chain that is not only efficient and compliant, but also transparent, ethical and aligned with our long-term sustainability ambitions.

To uphold the highest standards of safety, compliance and sustainability, all on-site contractors are required to hold Alcumus accreditation. This rigorous certification verifies key areas including health and safety compliance, insurance coverage, financial stability and alignment with ESG best practices. By embedding these checks into our contractor requirements, we ensure a safer, more ethical and more sustainable supply chain.

## Creating a responsible supply chain continued



Mitie is strengthening sustainability across its supply chain by integrating the EcoVadis platform into its Supplier Management Programme (SMP). This integration enables independent, standardised assessments of suppliers' environmental, social and ethical performance – helping to identify risks, drive improvements and support responsible sourcing.

The SMP now covers over 550 key suppliers, representing more than 50% of Mitie's procurement spend. Suppliers are evaluated using structured scorecards that include sustainability metrics, ensuring alignment with Mitie's high standards for environmental and ethical practices.

To further support supplier development, Mitie uses tools such as the Supplier ESG Health Check and collaborates with the Supply Chain Sustainability School. This partnership provides suppliers with access to free high-quality training and resources on topics like carbon reduction, circular economy, modern slavery prevention and sustainable procurement – helping them build capability and align with Mitie's ESG and Plan Zero goals.

The EcoVadis platform also enables automated ESG monitoring across Mitie's Preferred Supplier List (PSL), supporting compliance with the Corporate Sustainability Reporting Directive (CSRD) and alignment with the UN Sustainable Development Goals (SDGs). It streamlines data collection across four key areas:

- Environment
- Labour and human rights
- Ethics
- Sustainable procurement

EcoVadis:

## Driving sustainability through smarter supplier management



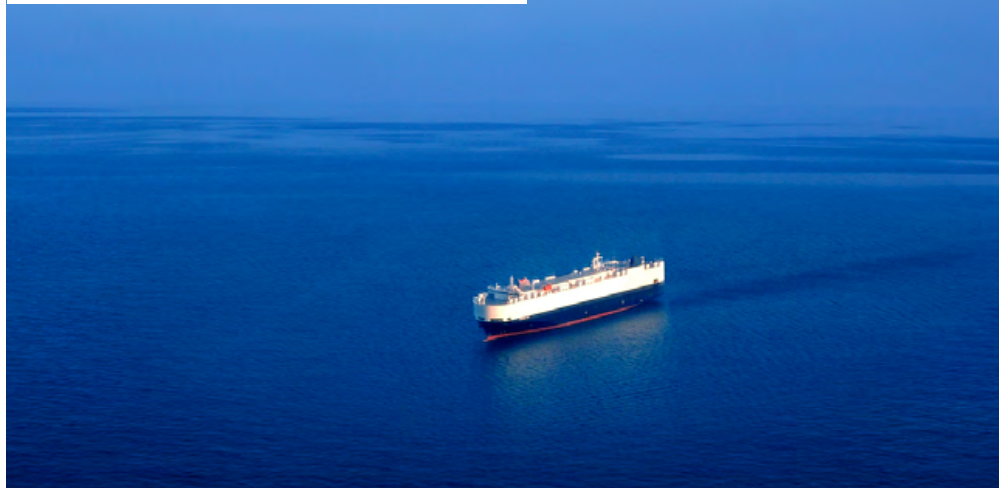
### Key benefits

- Greater transparency and early identification of ESG risks
- Actionable insights to help suppliers improve
- Stronger compliance with ESG regulations and reporting standards
- Reinforcement of Mitie's ESG strategy, including Scope 3 emissions

# Strengthening ethical supply chains

In FY25, we took major steps to build a more ethical and resilient supply chain. With rising risks like climate change, economic instability and modern slavery, we sharpened our sourcing strategy through supply chain mapping, ESG health checks and improved onboarding. While most of our services are self-delivered, we rely on a wide network of suppliers for materials and labour – giving us a clear responsibility to influence ethical practices. We fully comply with the Modern Slavery Act and embed human rights protections into our policies, training and risk management processes. Our approach includes targeted training, supplier engagement and regular audits to ensure high standards are met and maintained.

Training is focused on Legal, Procurement and Contract Management teams, with wider awareness delivered through our Action Now platform and the Supply Chain Sustainability School – ensuring everyone can spot and respond to modern slavery risks.



## Powering transparency: Custom Solar's stand against modern slavery

Custom Solar is setting a new industry benchmark in ethical solar procurement by tackling the risks of modern slavery and forced labour in the solar supply chain.

With growing global concern over the use of forced labour in the production of polysilicon, a key material in solar panels, Custom Solar has taken a proactive, industry-leading approach and launched a comprehensive due diligence programme to trace the origins of materials and assess supplier practices, going far beyond standard compliance.

Transparency in this context means full visibility into the sourcing of raw materials, supplier accountability and a commitment to ethical standards. Custom Solar has worked closely with Solar Energy UK to push for industry-wide traceability protocols and was among the first in the UK to offer traceable solar modules, including LONGi's CRE product.



### Key achievements in FY25

# 100%

score on the Government's Modern Slavery Assessment Tool (MSAT)

# 87%

score on the Labour Standards Assurance System (LSAT)

"We believe that clean energy should never come at the cost of human rights. Our commitment to transparency and ethical sourcing is not just good practice, it's a responsibility we take seriously as leaders in the renewable energy sector."

**Gary Sucharewucz**  
Managing Director of Custom Solar

## Strengthening ethical supply chains continued

Mitie's 2025 Supplier Conference:

# A milestone in collaboration and supply chain excellence

On Monday, 3 March 2025, Mitie proudly hosted its inaugural Supplier Conference at Vodafone's headquarters in Newbury, bringing together over 180 key suppliers and Mitie colleagues for a day of collaboration, insight and shared ambition. The event marked a major milestone in our commitment to building stronger supplier partnerships, fostering innovation and embedding sustainability and responsible business practices across our supply chain.

The conference created a dynamic platform for strategic dialogue, knowledge sharing and meaningful networking. Hosted by Shaun Carroll, Chief Procurement Officer & Group MSS Director, and Duncan Edwards, Group Procurement Director, the day featured thought-provoking presentations from senior leaders including:

- Simon Kirkpatrick, Chief Financial Officer, who outlined Mitie's strategic growth plans, with a focus on engineering, security, hygiene and decarbonisation
- Jon Hughes, Group QHSE Director, who introduced the LiveSafe initiative, reinforcing our commitment to health, safety and wellbeing
- Jason Roberts, Group Director for Sustainability, who shared progress on our Net Zero targets – by 2025 for Scope 1 & 2, and by 2035 for Scope 3 – and highlighted initiatives such as EV transition and responsible sourcing
- Steve Parry from Vodafone, who delivered a keynote on digital transformation, sustainability and connectivity solutions
- Duncan Edwards, who presented Procurement 2.0, our evolving strategy focused on AI-driven efficiencies, enhanced compliance and deeper supplier collaboration



"The Mitie Supplier Conference is a fantastic opportunity for us to engage with our key suppliers, share our vision and strengthen our partnerships. By working together, we can drive innovation, improve service delivery and create a more sustainable and resilient supply chain."

**Duncan Edwards**  
Group Procurement Director

### Celebrating supplier excellence

A highlight of the day was the Supplier Awards Ceremony. These awards celebrated suppliers who have gone above and beyond in supporting Mitie's strategic goals – from reducing environmental impact and delivering social value to driving operational innovation and fostering collaboration.

### Environmental Impact

**Winner: Bunzl**  
Finalists: apetito, Biological Preparations

### Social Value

**Winner: Vodafone**  
Finalists: Bunzl, PHS

### Innovation & Efficiency

**Winner: McAndrew Martin**  
Finalists: Dale Power Solutions, Rexel, SPS

### Collaboration

**Winner: Stronghold Global**  
Finalists: Knightsbridge, Swisspost, Screwfix

### Best Supplier

**Winner: T&D Design & Build**  
Finalists: Sunbelt Rentals, McAndrew Martin, Hey Girls

### Key takeaways for suppliers

Suppliers were encouraged to align with Mitie's vision for sustainability, innovation and social impact. The conference highlighted several strategic priorities:

- A more focused and optimised Preferred Supplier List (PSL) strategy, emphasising compliance, efficiency and responsible sourcing
- Increased use of AI and data-driven insights to enhance procurement and operational performance
- Continued opportunities for collaborative growth and shared success across the supply chain
- Stronger engagement on critical topics such as public environmental data, labour standards and the prevention of modern slavery

The event received overwhelmingly positive feedback, with an average rating of 4.7 out of 5 stars. Attendees praised the relevance of the content, the quality of organisation and the opportunity to engage directly with Mitie's leadership team.

## Strengthening ethical supply chains continued



## Mitie and Bunzl cut carbon and boost sustainable procurement in 2025

Mitie has made major strides in reducing the environmental impact of its cleaning supply chain, thanks to its ongoing partnership with Bunzl. In 2025, the carbon intensity of deliveries dropped by 8%, helping to avoid over 20,000 kg of CO<sub>2</sub>e emissions – the equivalent of 21 acres of forest absorbing carbon, 51,868 miles driven by a car or more than 5.3 million smartphone charges.

This success is largely due to Mitie sites consolidating their orders, which reduced the number of deliveries needed. At the same time, Bunzl is reviewing its delivery fleet, with plans to increase the use of EVs and biofuels to cut emissions even further.

Mitie also improved its sustainable purchasing. In both FY24 and FY25, 72% of spend at Bunzl was in Gold and Silver categories thanks to support across the cleaning business, especially in areas like washroom paper and cleaning chemicals.

Year-on-year data shows a 45% reduction in total CO<sub>2</sub>e emissions from packaging and technology, despite a slight increase in total product weight and plastic use – reflecting operational growth.

“These results show what’s possible when we work closely with our suppliers to make smarter, greener choices,” said a Mitie spokesperson. “We’re proud to be leading the way in sustainable procurement and supply chain innovation.”

Mitie will continue working with strategic partners like Bunzl to optimise ordering patterns, reduce emissions and support its broader ESG goals.



Over  
**20,000 kg**  
of CO<sub>2</sub>e emissions avoided  
– the equivalent of

**21 acres**  
of forest absorbing carbon

Mitie outperforms the industry average in sustainable product purchasing:

**83%**  
of Mitie’s purchases were awarded products vs 80% industry average

**32%**  
were Gold-rated (vs 25% industry average)

## Strengthening ethical supply chains continued

### Poole Hospital leads the way in sustainable cleaning with Mitie and Bunzl

Poole Hospital has taken a big step forward in sustainability by switching to more environmentally friendly cleaning products, thanks to a partnership between Mitie and Bunzl.

In 2024, the hospital adopted Odorbac, a Gold-rated cleaning chemical, as part of its commitment to reducing environmental impact. This change has already made a noticeable difference – improving the hospital's overall product profile and reducing the use of lower-rated or unverified products.

The hospital also joined the Loopbox closed-loop recycling programme, which allows empty chemical containers to be returned and reused. Collectively, through the programme:

- 22 kg of plastic waste has been avoided
- 53 kg of virgin plastic has been saved by using 100% recycled bottles
- 74 kg of CO<sub>2</sub> emissions have been prevented, based on government standards

These changes show how simple product swaps and smarter waste management can deliver real environmental benefits.

“We're proud to support Poole Hospital in making sustainable choices. This is a great example of how our partnerships can help clients meet their ESG goals”, said Phil Beaven, Account Manager

Poole Hospital's success is now being used as a model for other sites across the UK, showing how sustainability and smart procurement can go hand in hand.



### Millsike Prison work programme

Mitie and Bunzl's Safety Division are partnering to provide meaningful work opportunities for prisoners at Millsike Prison. Managed by Bunzl Greenham, the initiative involves prisoners working on heat-sealing PPE and clothing, supporting rehabilitation through skills development. The project is being led by Mark Ward (Bunzl) and Melanie Kay (Mitie).

At our 2025 Top 250 Preferred Supplier List Conference, we were proud to present the Environmental Impact Award to BCHS (Bunzl Cleaning & Hygiene Supplies) in recognition of their outstanding contribution to reducing carbon emissions and advancing sustainable practices across our supply chain.

“We deeply value the commitment BCHS has shown in helping us build a greener, more sustainable future. Their leadership in environmental responsibility is a powerful example of the impact we can achieve through strong supplier partnerships.”

**Jason Roberts**  
Group Director for Sustainability

### We deliver sustainable and social value upgrades for client's cleaning consumables

We have successfully delivered a series of sustainability and social value improvements for one of our key clients by introducing more responsible cleaning consumables across their estate.

As part of this initiative, we standardised the client's washroom paper to Tork SmartOne. Manufactured in the UK and rated Gold in Bunzl's sustainability product awards, Tork SmartOne also features a smart dispensing system that helps reduce paper usage by an estimated 30%, supporting both environmental and cost-saving goals.

We also introduced Pristine luxury foam soap in dissolvable paper sachets. This innovation replaces all single-use plastics previously used in washroom skincare, avoiding the use of over 4,000 five-litre plastic containers each year. The sachets are not only plastic-free but also significantly lighter and more compact, reducing transport-related carbon emissions by up to 95% compared to traditional liquid soap.

In addition, we rolled out TOTM plastic-free period care products across the client's estate. These products replace traditional options with sustainable alternatives that deliver strong social value. For every box sold, TOTM donates to Endometriosis UK and recovers ocean plastic equivalent to the weight of a plastic applicator tampon. Since the rollout, the client has purchased over 194,000 plastic-free products, resulting in £635 donated to Endometriosis UK and 334 kg of plastic removed from the ocean.

This tailored approach reflects our commitment to helping clients meet their ESG goals by embedding sustainability and social impact into everyday operations.

# Building a responsible, inclusive supply chain in FY25

We're proud to have exceeded all three of our FY25 Responsible Supply Chain targets, showing real progress in creating a diverse, sustainable and high-performing supplier network.

We spent £3.4 million with VCSEs, surpassing our £2.3 million target by 46%, and directed 47% of total spend to SMEs, well above our 33% goal. Over 55% of procurement spend went through our strengthened Supplier Management Programme, covering 536+ strategic suppliers aligned with our values on sustainability, ethics and quality.

Mitie is also one of just 30 members of Social Enterprise UK's Buy Social Corporate Challenge, a national initiative aiming to spend £1 billion with social enterprises by 2026. We continue to deepen our partnerships with SEUK and MSDUK, helping us connect with more social and minority-owned businesses. We supported a client event promoting diverse suppliers and regularly onboard new ones through recent mobilisations.

We aim to increase visibility and engagement with our diverse suppliers. Mitie review new opportunities regularly, and as part of a recent client mobilisation we onboarded several new social enterprise and diverse-owned businesses to support specific needs identified. Once onboarded to Mitie, these suppliers are then made available and visible in our central system and can be included in any broader new opportunities as appropriate.

Mitie collaborates with partners such as the Supply Chain Sustainability School to support supplier development. This integrated approach ensures that sustainability is embedded in procurement decisions and supplier relationships. We have established a set of learning pathways during FY25 for rollout across our teams and our supply chain

We're proud of the progress we've made and remain committed to building a responsible, inclusive and high-performing supply chain.



## On the road to contractor excellence

### Participants:

24 subcontractors from main clients.

### Initiative:

The Contractors Roadshow, an initiative created by Camila Carnevale in 2023, has successfully trained over 80 contractors. This programme presents Mitie contractor procedures and our clients' procedures for when our contractors work on client sites on behalf of Mitie. The training sessions have been conducted by Amir Awadalla, Natalia Konczalska and Joe Cleary, with special participation from Claire Cooper and Jamie Hand. Recently, the roadshow included 24 subcontractors from our main clients.

### Achievements:

Training completion: Over 80 contractors trained since 2023.



## Tackling period poverty with purpose: Mitie, Network Rail & Hey Girls

Since 2022, Network Rail and social enterprise Hey Girls have partnered to tackle period poverty by providing free, sustainable period products at over 700 UK transport hubs. With Mitie's support, this initiative ensures access for both staff and passengers while challenging stigma around periods.

In 2025, the partnership expanded to include Hey Girls period pants as part of Network Rail's inclusive workwear, promoting dignity and inclusion. Mitie's team visited Hey Girls' HQ to better understand their mission and products.

Previously, there were no formal efforts to support period dignity. Now, over 205,000 products worth £66,000 have been donated, with dispensers installed nationwide. A trial of period pants for staff uniforms marks the latest step in embedding inclusion into daily operations.

Kelly Parish, Strategic Account Director at Mitie, said:

"We're proud to support free period products – and now period pants – across UK sites. It's a meaningful step towards ending period poverty."

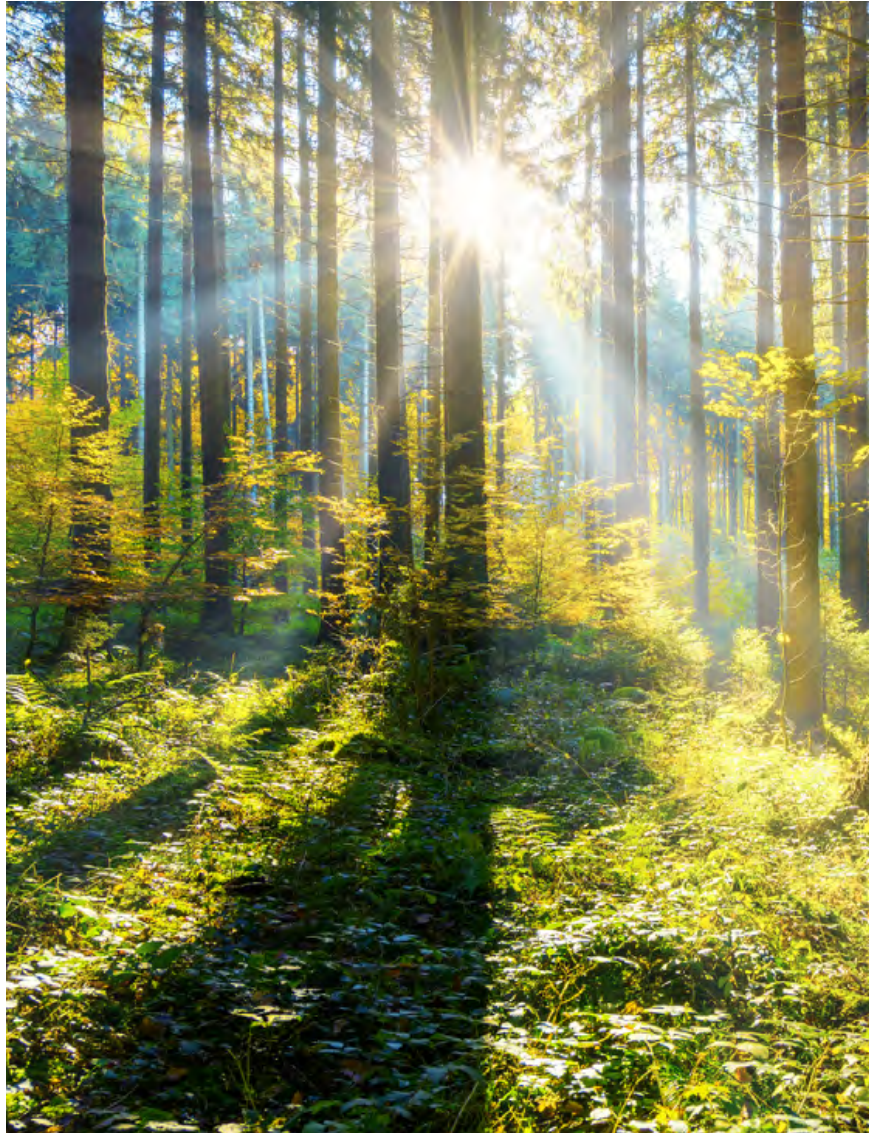
Rachael Kearns, Route Property and Facilities Manager, added:

"This scheme supports our workforce and helps those in need."

With practical solutions now in place and inclusion built into everyday operations, the partnership is making a real difference for staff and communities alike.



## Building a responsible, inclusive supply chain in FY25 continued



### Exploring the future of forests: Mitie visits BIFoR FACE

Mitie's Risk and ESG teams recently visited the BIFoR FACE facility in Staffordshire – a world-leading research site studying how forests might respond to future levels of carbon dioxide (CO<sub>2</sub>). This visit is part of Mitie's broader work to understand how climate change could impact our supply chain, particularly in relation to paper, one of our key materials.

The BIFoR FACE experiment simulates the CO<sub>2</sub> levels expected by 2050 by enriching the air around mature oak trees with 38% more CO<sub>2</sub> – from 400 ppm to 550 ppm. This allows scientists to observe how trees and their ecosystems respond to changing conditions.

During the visit, our teams explored how rising CO<sub>2</sub> levels affect:

- Tree growth and carbon storage
- Water use and nutrient cycles
- Soil health and biodiversity
- Ecosystem resilience to environmental stress

These insights are vital for Mitie as we work to ensure the sustainability of our paper supply chain. Understanding how forests may change helps us make better decisions about sourcing and long-term environmental impact.

BIFoR FACE is one of only three such facilities in the world, and the only one in the Northern Hemisphere. The research being done here has global significance for forest conservation and climate change mitigation.

This visit highlights the importance of collaboration between business and science. By engaging directly with cutting-edge research, Mitie is taking proactive steps to assess climate-related risks and strengthen the resilience of our supply chain.



Mitie's ESG and Risk teams at the BIFoR FACE facility, Staffordshire – exploring how future CO<sub>2</sub> levels may impact forest ecosystems and supply chain resilience.

## Building a responsible, inclusive supply chain in FY25 continued

## Mitie and Serious Tissues partner for planet and people

In December 2023, Mitie took a significant step towards enhancing its environmental and social impact by partnering with Serious Tissues, a UK-based social enterprise focused on sustainability. This collaboration introduced a range of eco-friendly paper products – such as toilet rolls and hand towels – into Mitie’s customer sites. What makes these products stand out is that they are made entirely from recycled post-consumer waste paper and are completely plastic-free. This not only helps reduce carbon emissions but also supports the circular economy by giving waste materials a second life.

Serious Tissues are more than just a product supplier. With every purchase, the company commits to planting trees and removing plastic from the ocean. In FY25, Mitie’s purchases – amounting to £15,000 – will fund the planting of 662 trees, with one tree planted for every case of washroom paper bought.

But the impact doesn’t stop at the environment. The partnership also supports social development by creating jobs in some of the world’s poorest communities. People are employed to plant trees and collect plastic waste, helping them earn a living while contributing to global sustainability efforts.

From 2025, Mitie is also streamlining its domestic laundry product range by switching to solid laundry sheets provided by Serious. This change is expected to help recover around seven metric tonnes of ocean plastic over the course of the year.



### Trees in our forest

One of the most powerful aspects of this initiative is its focus on coastal Kenya, a region that has suffered from rapid urbanisation and the destruction of mangrove forests. These forests are vital for local communities, providing food, employment and protection from storms. With the support of EarthLungs, a non-profit partner, the project is working to restore these mangrove ecosystems. The goal is to empower local people to break the cycle of poverty by creating sustainable livelihoods through fishing and forest-based activities. Restoring the mangroves also helps stabilise coastlines, offering a natural defence against tropical storms.

This partnership between Mitie and Serious Tissues is a compelling example of how businesses can drive meaningful change by aligning their operations with environmental and social goals. It shows that sustainability isn’t just about reducing harm – it’s about actively creating positive outcomes for people and the planet.

# Partnering for a more sustainable supply chain

Mitie has deepened its commitment to sustainability by teaming up with the Supply Chain Sustainability School (SCSS) to boost ESG knowledge across its teams and supplier network. Together, we're rolling out targeted training and campaigns on key issues like modern slavery, carbon reduction, science-based climate targets and social value.

In FY25, we launched the first of several learning pathways to engage both our procurement teams and suppliers. These sessions are designed to raise awareness and drive real change on critical ESG topics. To support this, we're building a system to ensure suppliers take part in relevant workshops that align with our goals.

Training is delivered in partnership with SCSS through webinars, working groups and panel events – like our recent session on 'Combatting Modern Slavery in the Supply Chain'. These resources are open to all Mitie colleagues and SCSS members, helping to raise standards across the industry.



### Internal value

**Training**  
28 attendees  
£7,000



**LMS**  
Learning portal access  
264 users  
£31,680



**Resources**  
207 e-learning complete  
£6,210



**Support**  
Ongoing support (1 day pa),  
promotion & measurement  
£1,700



### Supply chain value

**Training**  
56 supplier attendees  
66 attendees  
£25,700

**Carbon calculator**  
Actively reporting suppliers  
£3,500

**Resources**  
65 e-learning complete  
£1,950

**Partner comms**  
1 speaking slot  
£1,400

### Additional ongoing value



3,500+ ONLINE  
RESOURCES  
£35,000 worth of  
resources to use



120+ E-LEARNING  
MODULES  
£1,280,000 worth of  
e-modules to use

All costs developed and agreed  
by School Operations Group

Social value return on investment

# 4,500 hours

Time spent training and influencing  
stakeholders on modern slavery

Partnering for a more sustainable supply chain continued

## Mitie cleans green with OzoKlenz partnership



In a major step forward, Mitie has partnered with OzoKlenz to introduce a revolutionary cleaning solution that transforms tap water into aqueous ozone – often called ‘nature’s bleach’. This powerful chemical-free cleaner is safe, sustainable and made on-site, reducing both plastic waste and transport emissions.

Early trials at Heathrow Terminal 4 have been concluded and orders have been raised to install the solution across all terminals. The switch to OzoKlenz is projected to eliminate 561 plastic 5-litre bottles annually – saving around 80 kg of plastic and 146 kg of CO<sub>2</sub> emissions. Most daytime cleaning at the terminal can now be completed without traditional chemicals.

Alan Maunder, Account Director, Heathrow Airport at Mitie, said:

“Our Centre of Excellence at Heathrow is setting new standards for sustainable cleaning. By embracing innovation and investing in our people, we’re not only improving performance but also protecting the environment and supporting our frontline colleagues.”

This initiative is part of Mitie’s long-term vision to lead the industry through innovation, technology integration and continuous improvement in sustainability.



## Partnering for a more sustainable supply chain continued

Heathrow

# Mitie's Cleaning Centre of Excellence at Heathrow leads the way in sustainable innovation

Mitie is proud to announce the continued success of its Cleaning Centre of Excellence at Heathrow Airport, a flagship initiative driving innovation, sustainability and industry-leading training in the cleaning sector.

Since its launch, the Centre has trained over 560 colleagues to the British Institute of Cleaning Science (BICSc) standard, using cutting-edge equipment including autonomous cleaning robots. The facility provides a hands-on, immersive learning environment that ensures high standards across Heathrow's operations.

As part of its commitment to sustainability, Mitie has significantly reduced the use of harsh synthetic chemicals by introducing eco-friendly and biotech alternatives, including BioHygiene. The next phase includes standardising these solutions and trialling aqueous ozone – a water-based, chemical-free cleaner known for its safety and environmental benefits. This trial aims to reduce corrosive chemicals, improve dosing accuracy and cut carbon emissions.

Mitie is also tackling plastic waste. Through strategic partnerships and product innovation, the company has reduced single-use plastics and is trialling the Dryft mechanised mop system. This new approach could replace traditional mopping, offering cost savings, better cleaning performance and less plastic waste.

Carbon tracking has become a key focus. Between April and September, Mitie measured the carbon intensity of cleaning consumables at Heathrow Group at 1.6 kg CO<sub>2</sub>e per £1,000 spent – equivalent to driving 2,225 miles in a typical car. To reduce this, Mitie is increasing minimum order values, consolidating deliveries and aiming for a 3% reduction in carbon intensity over the next six months.



# 560

colleagues have been trained to the British Institute of Cleaning Science (BICSc) standard

# 3%

Our goal is to decrease carbon intensity by at least 3% over the next six months

# People

Our vision is to be the destination employer in our industry, creating a 'Great Place to Work', and a truly inclusive culture where our people are supported to achieve their full potential.

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### Progress against our targets in FY25

2025 target	FY25 performance
Maintain paying 100% of employees, where Mitie controls salary, a Real Living Wage	100%
Increase % of employees through apprenticeship scheme to 5%	6%
Increase % of women on the senior leadership team to 40%	42%
Increase % of racially diverse colleagues on the senior leadership team to 20%	17%

### Mitie's alignment with the UN Sustainable Development Goals

- Develop talent through skills-based learning strategy for all to create and retain quality jobs
- Create a 'Great Place to Work' by attracting and retaining a diverse workforce and fostering a truly inclusive culture where everyone can bring their true selves to work
- Embed sustainability and social value learning and awareness, founding the culture and knowledge across the business and wider value chain



## Our progress

**At Mitie, our ambition is to be the destination employer in our industry – setting the standard for how we support, develop and celebrate our people. We're proud to have a diverse and talented workforce who bring their best to work every day and take pride in being part of the Mitie team.**

As one of the UK's largest employers, our colleagues are at the heart of everything we do. They are essential to our success and that of our customers, and they make a meaningful contribution to the wider economy. We put their safety and wellbeing first, listen to their feedback and take action to create a workplace where everyone feels valued and included.

We're committed to making Mitie a 'Great Place to Work', a place where careers are nurtured, achievements are recognised and everyone has the opportunity to thrive. Our people strategy is underpinned by bold targets that drive progress on diversity, fair pay and access to market-leading benefits. We invest in learning and development at every level, from apprenticeships to leadership programmes, and embed respect for human rights through robust policies and training.

We regularly engage with our colleagues through surveys and listening sessions, ensuring their voices shape our decisions and direction. And as we look ahead, we remain focused on building the skills needed for the future, supporting our growth and delivering positive impact for society.



# Our progress in FY25

In FY25, we continued to build on our commitment to creating a great place to work, delivering meaningful social value and supporting our colleagues to thrive. We maintained our 100% Real Living Wage accreditation for all employees where Mitie controls pay, reinforcing our dedication to fair and equitable compensation.

We made strong progress in our diversity goals. Female representation on the senior leadership team reached 42%, surpassing our 40% target, while racially diverse representation rose to 17%.

We closed data gaps across ethnicity, disability and LGBTQ+ status, and saw an increased number of colleagues sharing their diversity data with us.

Our Inclusion Allies programme grew to 300 participants, with powerful feedback highlighting the programme's impact on awareness, empathy and behavioural change.

Our wellbeing offer expanded significantly with the launch of a global Employee Assistance Programme through CiC Wellbeing, providing psychological, legal, financial and crisis support services to all colleagues.

In learning and development, we launched the Digital Academy and OneCode learning offer, and celebrated the success of our Ignite 360 Growth Academy. Our L&D team was recognised with a Learning Excellence award for our leadership development initiatives.

As part of our commitment to digital inclusion and frontline engagement, we launched the MyMitie app – our new digital home for colleagues across the business. Designed in response to colleague feedback, MyMitie brings together essential tools, updates and communication channels into one mobile-first platform. It provides seamless access to our internal systems and platforms, enabling colleagues to stay connected, informed and recognised – wherever they work. With features like real-time chat, customisable dashboards and integrated learning, MyMitie is helping us build a more connected and empowered workforce, supporting our ambition to be a truly great place to work.



## Awards

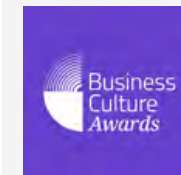


British HR Awards 2025:  
People Team of the Year  
(Mitie HR Team)



Facilities Management  
Awards 2025 (Ireland):  
Excellence in Health and  
Safety (Mitie's LiveSafe  
Programme)

Facilities Management  
Awards 2025 (Ireland):  
Best People Development  
in Facilities Management  
(Mitie's LiveSafe Programme)



Business Culture Awards  
– Winner in Next  
Generation for Business  
Culture category for our  
Sainsbury's Leadership  
Academy



Learning Technologies  
Award – Silver Award  
in the Best Learning  
Technologies Project  
category for our You Are  
Mitie CX offer

# Developing our talent

## Learning and development strategy

At Mitie, learning & development is a strategic driver of growth, empowering our people to deliver exceptional service today while preparing for the challenges of tomorrow. Our approach is grounded in a clear ethos: learning should be learner-centric, tech-enabled and delivered at the point of need. We embrace a blended model that moves beyond traditional classroom formats to include digital, social and experiential learning, enabling colleagues to learn in ways that suit their roles, preferences and lives. Our learning framework is built on the 70:20:10 principle and underpinned by our 'Learn, Apply, Grow' philosophy, ensuring that learning is not only accessible but also embedded into daily work and supported by managers to drive real behavioural change. By focusing on strengths, personalisation and long-term career development, we create inclusive opportunities for every colleague to thrive and contribute to Mitie's success.

## Apprenticeships

### Top 100 Apprenticeship employer

We have been recognised in the Department for Education Top 100 Apprenticeship employers listing for the fourth consecutive year, and jumped 36 places to number 16.

In 2024 we were awarded Silver Member status of the 5% Club, a group of UK organisations that aim to place 5% of their workforce in 'earn and learn' positions. Silver within our first year of being a member reflects the significant progress we have made towards reaching the 5% milestone.

### Levy gifting

Since 2021 we have pledged over £2.2m of levy gifting funds to support over 150 external apprentices across 35 organisations with a focus on areas aligned to our ESG strategy. Examples of organisations we are helping:

We supported Greater Manchester Fire Service with funds to support 25 firefighter apprentices to become qualified firefighters to serve all boroughs around Manchester.

We supported an organisation that locates the best and brightest aspiring lawyers from historically underrepresented backgrounds. Our levy funds are used to support legal apprentices to undertake a two-year social mobility scheme, structured around an in-house secondment to an organisation.

We also support a range of charitable organisations with funds to allow them to create apprenticeships as a way to aid their work.

### Women in Leadership

Now in its third year, the Senior Women in Leadership programme continues to go from strength to strength. With three cohorts now launched, all learners from the inaugural cohort graduated with distinctions earlier this year. They have not only gained strategic and commercial acumen but have also seen career progression, with two participants promoted and one receiving an external industry award.

The programme has had a tangible impact on Mitie's leadership landscape – representation of women in senior leadership roles rose by 10 percentage points in FY25, reaching 42%.

The programme's success has inspired the launch of Level 3 and 5 Women in Leadership pathways, creating a robust pipeline of over 100 emerging female leaders.

### Learning numbers

We support over 1,500 colleagues (FY24: 1,200) through apprenticeships at any given time, offering more than 90 courses in technical, professional and managerial fields. These include areas such as heat pump engineering, data technology, security, business administration and project management.

### Conveya

Our commitment to innovation in apprenticeship delivery was shown through the launch of Conveya in FY24. It is the UK's first end-to-end employer apprenticeship management database. Developed in close collaboration with Conveya, the database was purpose-built to address the complex administrative challenges of managing over 1,600 learners across 90+ programmes and 100 providers. The platform helps to automate tasks as part of the apprenticeship lifecycle – from application to completion – eliminating reliance on spreadsheets. With real-time dashboards, integrated provider portals and centralised data, Conveya has significantly improved learner tracking, reduced administrative burden and enabled timely interventions. This transformative solution earned us and Conveya the 2024 Learning Technologies Award for Most Innovative New Learning Technologies Product (UK), recognising its measurable impact on learner outcomes, retention and operational efficiency.

58% (948)

are on Level 2 or 3 programmes

597

are under the age of 35

Social value return on investment

£59.6m

Delivering apprenticeship training

## Developing our talent continued

### Apprenticeship social mobility data

We track the social mobility of Mitie colleagues who complete an apprenticeship programme with us, to demonstrate the benefit and return for individuals.

- Our apprentices have an average of one promotion per learner post completion
- Our apprentices have an average salary uplift after completion of £6,700
- 6% of our current apprentices are doing their second or third programme with us

### MITIE Apprenticeship Awards 2025 – celebrating excellence

The 2025 Mitie Apprenticeship Awards recognised outstanding individuals and teams who exemplify the values of learning, leadership and impact across the business. The awards spanned four categories: Apprentice of the Year, Apprenticeship Champion, Apprentice Line Manager and Apprenticeship Contract of the Year.

### Apprentice of the Year

Recognising exceptional apprentices across three streams:

#### Professional

Winner: Emma Ivison,  
Business Administration, TS – Cumbrian Consortium



Emma Ivison completed her apprenticeship 10 months early with top marks, showing exceptional commitment and adaptability. She's contributed across departments, improved team processes, supported colleagues and led charity initiatives. Her proactive attitude, reliability and client-focused communication have made her a standout team member with a bright future at Mitie.

#### Technical

Winner: Isobel Gutteridge,  
Quantity Surveyor, Communities



Isobel Gutteridge, a Building Surveying apprentice, relocated at 19 to pursue her degree and career with Mitie. She's led key projects, championed sustainability and inspired others through community work and school engagement. Her initiative, academic excellence and leadership make her a standout ambassador for apprenticeships and Mitie's values.

## Developing our talent continued

## Apprenticeship Champion of the Year

Recognising those who advocate for apprenticeships internally and externally:

## Management

Winner: Kyeisha Adams,  
Operations Management, TS Defence



Kyeisha Adams has led a £2.6m soft services team at MoD Corsham, earning five Mitie Stars and early completion of her L3 apprenticeship. Now pursuing L5 Operations Management, she mentors others, supports contract mobilisation and champions diversity through CHORD, our employee network for racially diverse colleagues – demonstrating leadership, initiative and a strong commitment to development.

## Management

Winner: Rich Garland,  
Account Director, MoD Corsham, TS Defence



Rich Garland, Account Director for the MoD Corsham contract, has transformed apprenticeship opportunities through innovative programme design, mentorship and strong partnerships with local colleges. His advocacy and personalised support have shaped careers, enhanced Mitie's reputation and fostered a culture of continuous learning – making him a true Apprenticeship Champion.

## Apprentice Line Manager of the Year

Celebrating managers who go above and beyond to support apprentices:

## Management

Winner: Andy Bours,  
Engineering Service Delivery Manager, HSE  
Buxton, Business Services



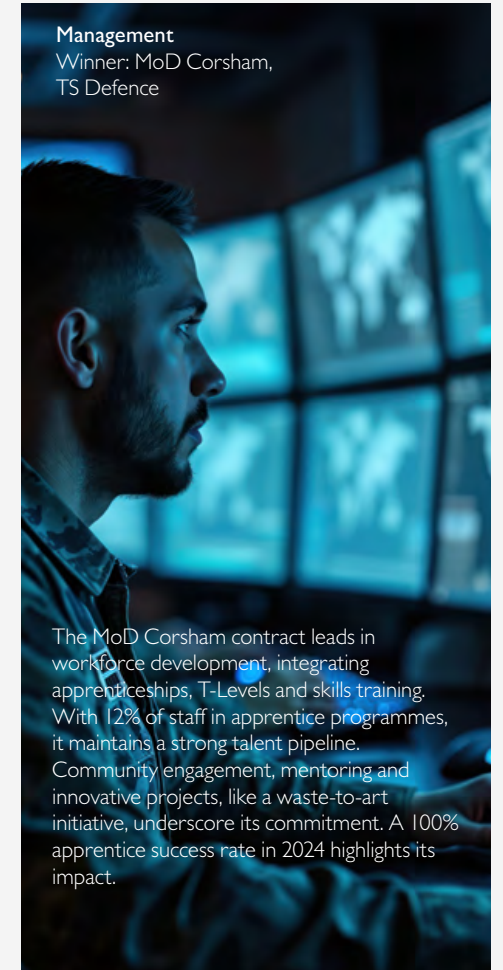
Andy Bours has led apprentices at HSE Buxton for over seven years, growing the team from two to ten. His empathetic leadership, commitment to development and focus on continuous learning have boosted morale and performance. Andy's dedication and mentoring make him a standout Apprentice Line Manager of the Year winner.

## Apprenticeship Contract of the Year

Recognising contracts with a strong commitment to apprenticeship development:

## Management

Winner: MoD Corsham,  
TS Defence



The MoD Corsham contract leads in workforce development, integrating apprenticeships, T-Levels and skills training. With 12% of staff in apprentice programmes, it maintains a strong talent pipeline. Community engagement, mentoring and innovative projects, like a waste-to-art initiative, underscore its commitment. A 100% apprentice success rate in 2024 highlights its impact.

## Developing our talent continued

### Safeguarding at Mitie learning initiative

Safeguarding at Mitie is designed for our colleagues in Local Government and Education, to support them in understanding their unique role to safeguard children and vulnerable adults on the sites where we deliver services. We use video content to explore two scenarios – a 'missed opportunity' to report a colleague and 'made a difference', where a safeguarding issue was raised. This is followed up with clear guidance on when and how to report safeguarding concerns.

Since we launched this module, 3,362 people have completed the training; we maintain an average of 90%+ compliance across the key roles (Cleaner, Caretaker, Facilities Manager). Average feedback on the module is 4.6 out of 5, with comments like: "Very powerful videos, and demonstrates really clearly the safeguarding duty we all have as employees of Mitie as well as our duty as responsible adults" and "From a learning point, it was very informative and took me on an emotional roller coaster, which drove home the importance of 'better be safe than sorry' when it came to recognising potential safeguarding risks and reporting it."

We have seen safeguarding reports rise, showing the effectiveness of our solution. Crucially, one of our colleagues reported a concern which ultimately led to reporting to the local authority; they stated clearly that it was the digital module which prompted them to realise it was time to report this colleague.

The learning is applicable to all roles at Mitie, with the ability to easily update the content to explore further scenarios relevant to other roles and sectors.

The project was selected as a finalist at the British Training Awards.

Every colleague in our business has an individual learning hub account

Over

# 500,000

learning modules and courses were completed

### Digital Academy

This year we launched the first phase of Mitie's Digital Academy. This is a key enabler of our ESG ambitions, equipping colleagues with the digital capabilities needed to thrive in a rapidly evolving world. The Academy offers a structured, inclusive learning journey for all colleagues – from foundational digital literacy to advanced data management and AI skills. Learners can access tailored content aligned to their roles, including modules on cyber security, data-driven decision-making and operational systems. Through partnerships with leading providers such as Microsoft, Corndel and Imperial College London, we offer professional qualifications and industry-recognised credentials. Looking ahead, the Academy will expand its reach through Digital Champions, face-to-face support and intelligent hubs – ensuring every colleague, regardless of confidence or experience, can build the skills to succeed today and in the future.



### Faith schools learning module

In response to rising threats against Muslim places of worship and education, Mitie launched the Faith Communities project to provide security and protection across high-risk sites, including mosques and faith schools. Delivered in partnership with the Home Office, the initiative includes a bespoke e-learning programme designed with behavioural science experts and community stakeholders. This training equips officers with the cultural awareness, skills and behaviours needed to support and protect faith communities respectfully and effectively.

Following the 2024 riots, the programme was rapidly scaled to support an additional 3,000 officers and 695 surge sites. Evaluation showed a 50% increase in cultural sensitivity and high learner satisfaction, with 88% feeling more prepared and 79% requiring less support post training. To date, 892 officers have completed the training, which achieved a Net Promoter Score (NPS) of 87.

### Mitie's Action Now campaign: Educate, engage, empower

Mitie's Action Now campaign is a digital learning initiative designed to embed sustainability and social responsibility across the workforce. Aligned with our Net Zero and environmental goals, the programme covers key topics including biodiversity, carbon literacy, energy efficiency, waste, circular economy, plastics, commuting and modern slavery.

The campaign has engaged over 11,700 employees, with overwhelmingly positive feedback. It achieved an NPS of 54, far exceeding the target of 30 – demonstrating strong endorsement from participants.

Top-performing modules included:

- Introduction to Biodiversity – NPS 9.6, Star Rating 5.0
- Exploring Waste – NPS 9.1, Star Rating 4.8

Participants described the content as "very informative", "engaging" and "eye-opening", with some noting it influenced their career paths and personal sustainability choices.

By combining education with empowerment, Action Now reinforces Mitie's leadership in sustainable business. With plans to integrate the programme into onboarding and professional development, it remains a cornerstone of our ESG strategy.

# Attract and retain a diverse workforce

## Embedding inclusion at the heart of our business

Over the past three years, our commitment to equality, diversity and inclusion (ED&I) has evolved from aspiration to action – and a source of pride across our organisation. From the frontline to the boardroom, we have worked to ensure that our workforce reflects the diversity of the communities we serve, and that every colleague feels seen, heard and valued.

Our ED&I strategy has matured through deliberate investment in leadership, data transparency and inclusive culture-building. We've strengthened our governance, with Board-level oversight and regular reporting to the ESG Committee.

We've launched flagship initiatives like the Inclusion Allies programme – now with over 300 trained allies – and driven up ethnicity disclosure rates, closing critical data gaps through campaigns like 'This is Me'.

This section of the report reflects not only the progress we've made, but the culture we're building: one where inclusion is not a side initiative, but a shared responsibility and a strategic advantage. As we look ahead, we remain committed to amplifying underrepresented voices, removing barriers to opportunity and ensuring that everyone at Mitie can thrive.

Mitie has been ranked 9th in the UK's Inclusive Top 50 Employers index for 2024/25 by Inclusive Companies, marking its seventh consecutive year on the list.

This recognition, alongside Gold Standard Accreditation, highlights our continued commitment to inclusivity and diversity.



"I'm incredibly proud to celebrate the success of our Inclusion Allies Programme, which has now seen over 300 colleagues complete the journey to becoming active allies. Delivered in partnership with Inclusive Employers, this four-week programme has empowered participants to challenge exclusion, role model inclusive behaviours and foster a culture of belonging.

The feedback has been inspiring – 100% of participants reported increased confidence and positive behavioural change. These outcomes reflect the power of open dialogue, self-reflection and shared learning in driving real progress.

This programme is a cornerstone of our ED&I strategy, and it's just the beginning. As we look ahead, we'll continue to invest in initiatives that ensure every colleague feels seen, heard and valued. Together, we're building a workplace where inclusion isn't just a value – it's a lived experience."

**Sim Sian**  
Head of Equality, Diversity and Inclusion

## Mitie's ED&I strategy

### Develop an inclusive organisation

through training, promoting inclusive behaviours and supporting more inclusive decision-making.

### Create career fulfilment

through delivering an inclusive and representative workforce, offering all colleagues clear opportunities to develop and progress.

### Amplify our colleagues' voice

by responding to their feedback, building trusting relationships to define our future.

### Drive business growth

through enhancing core people policies and procedures to deliver our commitment to ED&I.

## Attract and retain a diverse workforce continued



### 'This is Me' campaign: Celebrating individuality and driving inclusion

Launched in 2024/25, the 'This is Me' campaign celebrates individuality and diversity across Mitie. It encourages colleagues to bring their authentic selves to work, share their personal stories and contribute to closing diversity data gaps – enabling us to better support everyone.

The campaign has already made a meaningful impact. There has been a noticeable increase in diversity data disclosure and a reduction in 'prefer not to say' responses. This shift reflects growing trust and openness among colleagues, and the feedback has been overwhelmingly positive.

By creating space for honest conversations and encouraging self-expression, 'This is Me' is helping to build a more inclusive, supportive and understanding workplace culture – where everyone feels seen, valued and empowered to thrive.

### Championing inclusion through our diversity networks

At Mitie, we're proud to support a culture where everyone feels welcome, valued and heard. To help achieve this, we've established six dedicated diversity networks, each focused on representing and supporting colleagues from different backgrounds and communities.

Each network is championed by a senior leader and delivers a range of events and initiatives throughout the year. These activities not only raise awareness but also create opportunities for connection and learning across the business. Our Board members actively participate in these events, gaining valuable insights into the lived experiences of our people – insights that help shape more inclusive decision-making and build trust across Mitie.

One standout example is our **CHORD Network**, which played a key role in developing the Count Me In training programme. This initiative helps colleagues recognise and challenge unconscious bias, contributing to a fairer and more inclusive workplace for all.

We also recognise that factors such as where someone grew up or went to school – while not legally protected characteristics – can significantly influence life opportunities. At Mitie, we take these factors seriously. We're committed to levelling the playing field so that everyone, regardless of their starting point, has the chance to grow, succeed and thrive.

By embracing diversity in all its forms and embedding fairness into everything we do, we're building a workplace where everyone can reach their full potential.



Mitie's commitment to equality, diversity and inclusion continues to earn national and global recognition. We proudly received the Global ESG Award for EDI, a testament to our impactful initiatives and inclusive culture. At the Most Admired Companies Awards, we were honoured with a Silver award in EDI, further highlighting our leadership in this space. Our dedication to supporting veterans was also recognised, with Mitie ranked 7th among the Top Employers of Veterans in the UK for 2024. We ranked 30th in the Top 50 UK Inclusive Companies, and achieved an impressive 2nd place ranking in the DIAL Global Survey, reinforcing our position as a frontrunner in driving meaningful, measurable change across the business.

# 1,000

All diversity networks achieved over 1,000 members in FY25

## Attract and retain a diverse workforce continued



We champion equal opportunities for all races and ethnicities at Mitie. We provide a supportive space where colleagues from all backgrounds can connect, share experiences and drive systemic change.



Thank you to everyone who supported CHORD this year. FY25 was a year of meaningful growth – welcoming over 400 members, a 56% increase from FY24. This reflects our growing commitment to allyship and inclusion at Mitie. A standout moment was launching our podcast series, creating space for honest conversations around race and lived experiences. These stories resonated deeply and helped strengthen our inclusive culture. As we look ahead, we're excited to build on this momentum and continue shaping a workplace where everyone feels respected, valued and heard.

**Jags Dhanoa**  
Account Director, CHORD Network Lead



### Reclaiming Narratives: Celebrating Black voices at Mitie

Mitie's CHORD network marked Black History Month with 'Reclaiming Narratives' – a powerful event celebrating Black identity, heritage and progress. Over 250 colleagues joined in person and online to honour culture and challenge outdated narratives through storytelling and lived experiences. Led by MGX sponsor Cijo Joseph, the event highlighted Mitie's strides in racial diversity, including a 56% rise in CHORD membership and 100% ethnicity data disclosure through the 'This is Me' campaign. More than a celebration, the event was a catalyst for change – demonstrating how reclaiming stories builds connection, community and a more inclusive future for all at Mitie.



Mitie has strengthened its commitment to diversity by joining the Race at Work Charter. This aligns with its ED&I strategy, including a 20% racially diverse leadership target by 2025. Mitie partners with MSDUK and Social Enterprise UK to promote inclusive practices and supplier diversity.



We welcome all identities and orientations, educating, informing and inspiring our colleagues to be themselves by promoting an inclusive culture in the workplace, particularly around LGBTQ+.



FY25 has been a landmark year for LGBTQ+ inclusion at Mitie. We proudly launched the Gender Transitioning Manager's Toolkit – a vital resource to support our trans and non-binary colleagues with dignity, respect and care. This toolkit equips managers with practical guidance on personalised transition plans, inclusive language and mental wellbeing, while aligning with the Equality Act 2010 and Gender Recognition Act 2004.

We also explored the powerful role of allies in LGBTQ+ history through our awareness article, encouraging everyday actions that build bridges and foster belonging.

A proud moment for our network was being named a finalist for Outstanding LGBTQIA Network of the Year at the British Diversity Awards – recognition of the passion and progress we're driving together.

Thank you to everyone who continues to champion inclusion. Together, we're creating a workplace where everyone can thrive as their authentic selves.

**Nick Carter**  
Mitie Commercial Director,  
Waste and Environmental,  
Proud To Be Network Lead





Driving future growth with an elevated inclusive perspective. We want to help support women at Mitie, not only to feel safe but to thrive. To realise this, we need unreserved support from all our people.



This year marks an exciting new chapter for Mitie Women Can as we launch our bold new strategy to drive gender equity and empower women across the business. With a refreshed leadership team and insights from our members, we're focused on creating meaningful, action-led change that addresses the real challenges women face in the workplace.

Our purpose is clear: to increase female representation at every level and ensure all women feel safe, supported and empowered to thrive. Guided by our values – equity, empowerment, inclusion, action and community – we're committed to building a culture where women can flourish.

We've also launched our new podcast series, SHE-nanigans of Change, celebrating the voices and achievements of women at Mitie and sparking conversations that matter.

In March, we proudly hosted our International Women's Day event at The Shard, uniting colleagues and partners to celebrate progress and launch our Exceptional Women and Allies Awards – recognising those driving real change.

**Sarah Baxter**

MD Manufacturing and Media,  
Mitie Women Can Network Lead



We strive for an inclusive workplace by advocating for colleagues with disabilities, fostering awareness and providing supportive space for connection, resource and growth. Proudly accredited as Disability Confident.



At Mitie, we're committed to creating an inclusive environment where colleagues with disabilities feel supported, empowered and valued. This year, we focused on promoting allyship, improving accessibility and helping managers recognise the strengths disabled colleagues bring to their teams.

One of our key moments was hosting 'Promoting and Embedding Disability Inclusion' at The Shard, where we heard powerful personal stories that reinforced the importance of empathy and inclusion in the workplace.

We're proud to raise awareness of disability-related topics and provide practical support, including the use of sunflower lanyards to discreetly indicate hidden disabilities. As members of the Sunflower Lanyard Scheme, we actively promote inclusion and accessibility across our sites, ensuring that individuals with non-visible disabilities feel recognised and supported. Through the ED&I Enable network, we'll continue building a workplace where everyone can thrive.

**Richard Breach**

Strategic Account Director, Disability Network Lead



Mitie has joined the Business Disability Forum (BDF), reinforcing its commitment to a more inclusive and accessible workplace. Through this partnership, Mitie gains expert guidance and tools to embed disability inclusion into everyday practices. This aligns with wider efforts, including the Mitie Foundation, to break down employment barriers for disabled people.



We employ a large number of former Armed Forces personnel across Mitie, offering support and training for those looking for a career beyond military life.



As I reflect on the past year, I'm incredibly proud of the strides we've made in supporting our Armed Forces community at Mitie. Veterans bring invaluable experience, resilience and leadership to our business, and it's our responsibility to ensure they feel welcomed, supported and empowered to thrive.

The launch of our Military Buddy Scheme marks a significant step forward. By pairing new veteran colleagues with trained mentors, we're helping ease the transition into civilian life and fostering a strong sense of belonging from day one. It's a practical, people-first initiative that reflects our values and deepens our commitment to inclusive employment.

Our recent Remember Together event was a powerful reminder of the strength of our community and the importance of honouring those who've served. As we look ahead, we'll continue to build on this momentum – creating more opportunities, strengthening support and ensuring every veteran at Mitie feels seen, valued and set up for success.

**Matt Corner**  
Operating Unit Director, Mitie Military Lead



EMPLOYER RECOGNITION SCHEME

GOLD AWARD 2025

Proudly supporting those who serve.

Social value return on investment

£18.4m

Hiring individuals from a veteran background



We provide a supportive community for parents and caregivers to share experiences and ideas. Championing policy changes, raising rights awareness and prioritising wellbeing and inclusivity.



FY25 was a transformative year for the Parents & Carers Network, with membership more than doubling – rising by 103% to 1,379 members. This growth reflects the increasing need for connection and support among colleagues balancing work and caring responsibilities. We championed key initiatives, including enhancing Mitie's paternity leave policy, introducing expressing rooms for nursing mothers and launching practical resource packs. These efforts align with Mitie's broader commitment to work-life balance, including early adoption of carer's leave and flexible working from day one. A highlight was our February event Balancing Work and Life Together, held at The Shard and attended by 280 colleagues, with 369 more engaging via recordings and watch parties. Looking ahead to FY26, we're excited to expand support for fertility journeys, explore paths to parenthood and strengthen our carer community. Thank you for your continued support in building a more inclusive and understanding workplace.

**Rachael Burn**  
Senior Sustainability Manager, Parents & Carers Network Lead



**Steps for support: Mitie's mountain challenge raises £10K for SANDS**

Nineteen colleagues from Mitie Care and Custody Northern Ireland, led by Area Manager Lee Smith, completed the demanding Five Peaks of the Mourne Mountains in memory of Lee's son, James Smith, who was lost during pregnancy in November 2024. Supported by SANDS during their bereavement, Lee – also a member of the Parents & Carers Steering Committee – rallied colleagues, family, friends and stakeholders to raise over £10,000 for the charity.

The team used their Mitie Foundation Volunteering Hours to take on the challenge, showing incredible commitment and compassion. Their efforts led to a powerful opportunity: Lee and his fiancée were invited by SANDS to speak at the Royal College of Midwives conference. There, they shared their story and the vital support SANDS provided, calling for improved care for bereaved families across Northern Ireland's five health trusts.

Now, Lee and his fiancée proudly support the National Bereavement Care Pathway, which spans England, Scotland and now Northern Ireland – helping to shape better care for families experiencing pregnancy and baby loss.

## Attract and retain a diverse workforce continued

## Mitie Networks

## Creating a supportive environment for parents and carers

Our Parents & Carers Network aims to create a supportive environment for parents and carers. We focus on promoting a space where they can share experiences, challenges and advice. We advocate for policies that genuinely benefit our colleagues, raise awareness about their unique challenges, and promote their mental and emotional wellbeing through resources, workshops and support networks.

To achieve these goals, we organise meetings and events to encourage inclusion and mutual support. We provide valuable resources on parenting, caregiving and maintaining a work-life balance. We actively gather feedback to refine our support systems and policies, collaborate with our People Team and management to address their needs, recognise their contributions, and advocate for flexible working arrangements.

Under new leadership, we held our flagship event in February, attended by 250 colleagues, including Board members and the Executive Committee. The event focused on balancing work and life, featuring discussions on overcoming challenges, managing guilt and finding support. We also shared our plans for the year ahead and invited attendees to participate in an exciting competition.

Over the past year, our network membership has grown by 103%, from 678 members in FY24 to 1,379 members in FY25. Additionally, we increased our paternity leave offering from two weeks of statutory pay to two weeks of full pay.



# 1,379

members

# 103%

membership growth in FY25

# Employee engagement



## Team Talk Local

Mitie launched Team Talk Local in FY24 to enhance colleague engagement, with a particular focus on middle managers and frontline supervisors. The initiative aims to bring engagement directly to the workplace, overcoming barriers faced by colleagues in accessing digital tools and attending events.

A key element of Team Talk Local is the focus on equipping people managers with high-quality materials to drive rich conversations, in a format and location that works best for them and their teams. The content for Team Talk Local sessions is 80% fixed and 20% tailored to the specific audience. The fixed content comprises a blend of videos (including from our CEO Phil Bentley) and guides to facilitate sessions on key topics including Health & Safety, Employee Voice and team recognition events.

During FY25, we delivered 655 Team Talk Local sessions, almost twice that of the prior year. Our data shows that a large majority of attendees were from our target audience of middle managers and frontline colleagues. As a result, Team Talk Local has become a priority channel for engagement as we invest in and expand our digital capabilities.

## MyMitie

Mitie's success is underpinned by the way Mitie leads and engages with its colleagues. We are continuously evolving our Employee Value Proposition (EVP) to support growth and retain core business by attracting, retaining and empowering talent, providing our colleagues with a place of work where they can thrive and be their best every day. Our strategic people pillars focus on leading the market in reward and personal and professional development. We cultivate an inclusive, colleague-centric, high-performing OneMitie culture, empowering our people to best serve our customers and use their voice to improve our business.

We encourage colleagues to voice concerns freely, including to those in more senior roles. Our 360° listening approach ensures that everyone has channels to be heard, and our MyVoice Survey gathers feedback on various topics. The Board engages and stays informed through colleague listening sessions led by Jennifer Duvalier, the designated NED for workforce engagement, and attended by up to two other Board members per session.

Colleagues also have direct access to the CEO via 'Grill Phil', his interactive feedback channel. Key issues addressed include culture and values, reward and recognition, tools to do the job, health, safety and wellbeing, equality, diversity and inclusion, and learning and development.

As a destination employer within our industry, we engage our colleagues through regular surveys, a mix of online and offline communications, and our MyMitie Employee Value Proposition campaign. We recognise exceptional and long-service colleagues through Mitie Stars, and keep everyone informed with Town Hall updates, CEO updates, podcasts and videos.



### MyVoice

Ensuring our colleagues have their say and their voices are heard

#### FY25 achievements

Held 20 Board listening sessions and facilitated 655 events through Team Talk Local



### MyCommunity

Our commitment to building connections, taking positive actions and giving back

#### FY25 achievements

Delivered 32,512 volunteering hours across the Group



### MyAchievement

Recognising the successes of our colleagues

#### FY25 achievements

Held our annual achievement event at The Shard, including a top prize of £10,000, and awarded over 27,000 Mitie Stars during the year



### MyCareer

Our learning and development offering

#### FY25 achievements

Supported over 1,500 colleagues through apprenticeships



### MySlice

Our industry-leading benefits package

#### FY25 achievements

Issued free shares for the fifth consecutive year



### MyWellbeing

Prioritising our colleagues' health and wellbeing

#### FY25 achievements

Launched a series of digital wellbeing programmes on topics such as Sleep, Money Worries and Resilience through our Employee Assistance Programme

# Community

Making a positive difference,  
wherever we operate.

## Progress against our targets in FY25

2025 target	FY25 performance
Increase volunteer paid hours to 23,680	<b>32,512</b>
Increase health and wellbeing training hours delivered to 28,943	<b>36,814</b>
Recruit 2.3% of hires from an Armed Forces background	<b>3.9%</b>

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### Mitie's alignment with the UN Sustainable Development Goals

- Enrich the community by providing employment opportunities to underrepresented groups, health and wellbeing provision, and colleague volunteering



## Our progress

With over 3,000 customers, we lead Facilities Transformation across the UK's built environment, placing us at the heart of many communities. Our commitment extends beyond service delivery – we aim to generate meaningful social value. This is recognised by clients and drives positive outcomes for our business and the communities we serve.

Over half of our operations support the public sector. We fully embrace the Government's Social Value Model, embedding it into our culture. This model, central to public sector procurement, requires suppliers to enhance the economic, social and environmental wellbeing of local communities.

In FY25, our social value contribution reached £317 million – a 9% increase from FY24. We track this impact using two platforms that apply financial proxy values to specific metrics.

We exceeded all community engagement goals. Through Mitie's Giving Back programme, salaried colleagues receive 10 hours of paid volunteering annually. This led to 32,512 hours of volunteering – 8,832 hours above target.

Our Learning Hub supports internal development, with a strong focus on health and wellbeing. In FY25, colleagues completed 36,814 hours of wellbeing education – 27% above the 28,943-hour target. Modules include Mindfulness, Modern Slavery and Safeguarding, and certifications like First Aid and Mental Health First Aid.

We continue to support the Armed Forces community, recognising veterans' valuable skills. In FY25, 3.9% of our hires came from Armed Forces backgrounds – well above our 2.3% target. We collaborate with the Career Transition Partnership (CTP), attending monthly events to grow our veteran talent pool. These events help fill specialist roles such as engineers and project managers and invite veterans to learn more about Mitie's support for the Armed Forces.



Social value return on investment

£2m

Spend with voluntary, community and social enterprises (VCSEs)

£65,000

Donations

# Plan Thrive

As the UK's leading Facilities Transformation company and one of the UK's largest private sector employers, Mitie have launched Plan Thrive – a bold commitment to uplift one million lives, transform 1,000 places and champion inclusive partnerships across the country.

The external launch event was hosted at the London Transport Museum and brought together customers, partners and community leaders to showcase the power of collaboration in delivering social value at scale. 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. These are tracked via the Thrive platform, where we plan to scale to 120 accounts in FY26, with further expansion in FY27 and FY28.

The Mitie Foundation plays a key role, supporting marginalised groups into employment and leading our Giving Back volunteering programme.



## People & Community

### OUR PURPOSE

Better places; Thriving communities

### OUR VISION

To be the **most trusted partner** and employer in **uplifting people** and **enabling places to prosper**

Plan Thrive crafts locally tailored, collaboratively delivered solutions which create truly inclusive, supported and sustainable employment pathways

- 01**  
Understanding local needs through place-based data and insights
- 02**  
Transformative local impact and engagement in employability and community investment
- 03**  
Truly inclusive recruitment of talent from all walks of life
- 04**  
Empowering transitions into work breaking down barriers with supported programmes
- 05**  
Sustainable careers through supported skills pathways, inclusion and wellbeing

Enabled through

- Delivering with integrity
- Partnerships
- Collaboration, convening and co-creation
- Impact-led innovation and investment
- Using our voice
- A culture of social value delivery



### Social value return on investment FY25

Metric	FY25 performance	Thrive proxy value	Social value (£)
Spend with small and medium enterprises (SMEs)	£1,020,000,000	£0.23 for every £1	234,600,000
Spend with voluntary, community and social enterprises (VCSEs)	£3,350,000	£0.60 for every £1	2,010,000
Time spent training and influencing stakeholders on modern slavery	4,503 hours	£44 per hour	199,527
Delivering apprenticeship training	52 weeks of apprenticeship training to 1,542 apprentices	£743 per week	59,579,919
Delivering Mental Health First Aid training	324 individuals trained	£1,347 per individual	436,363
Hiring individuals from a veteran background	862 individuals	£21,304 per hire	18,364,470
Volunteering for local and national causes	32,512 hours	£35 per hour	1,148,648
Donations	£65,000 donated	£2 per £1 raised	130,000
Volunteering on environmental projects	4,605 hours	£35 per hour	162,694
<b>Total</b>			<b>316,631,623</b>

# Health and safety

## Health, safety and wellbeing

At Mitie, health and safety is not simply a regulatory obligation, it is a core value of our business. As a business that delivers essential services across diverse environments, we recognise our duty of care to colleagues, clients and the public. Our ISO 45001-accredited management system applies to all operations across all sites and underpins a proactive, risk-based approach that ensures safety is embedded in every task, process and decision.

The LiveSafe programme exemplifies our cultural commitment, empowering every colleague to take ownership of safety through its five guiding principles. This initiative has fostered a culture where speaking up, intervening and continuous improvement are not only encouraged but expected. Our Quality, Health, Safety and Environment (QHSE) professionals provide expert oversight, conduct rigorous audits and ensure that statutory inspections and compliance requirements are consistently met.

Mitie's achievements speak volumes. We've earned multiple RoSPA Gold Awards across various contracts and locations, and we are proud Gold Award holders for group health and fleet safety – clear recognition of our leadership in the field. Our response to incidents is swift and transparent, underpinned by a determination to avoid further reoccurrence.

From comprehensive inductions to dynamic risk assessments and site-specific controls, our systems are designed to anticipate hazards and mitigate them effectively. We invest in training, support our people and promote open dialogue to ensure safety is a lived experience, not just a policy.

A great initiative that was launched in December 2023 is our LiveSafe Champion programme. The LiveSafe Champion programme is designed to cultivate an internal network of health and safety champions within our workforce, allowing people to grow while maintaining their existing roles. This programme is uniquely positioned to bridge the gap between operational duties and safety practices, equipping colleagues with essential skills and knowledge. With some 1,500 LiveSafe Champions, we have seen a significant improvement in hazard observation reporting and a reduction in incidents.

In short, Mitie's health and safety management is exemplary – resilient, people-focused and deeply aligned with our values. It enables us to deliver our exceptional services, while protecting what matters most.



"At Mitie, the health, safety and wellbeing of our people is our first priority, and a core value of our business. We implement the highest standards, evidenced by our globally recognised ISO 45001 certification. We are proud winners of 18 RoSPA Gold Awards for health and safety in 2025, including our first Group award for overall health and safety, and a Group award for fleet safety. This is further recognition of our outstanding performance. As a global leader, collaboration, technology and innovation are at the heart of our efforts in safely transforming the built environment and enhancing the lives of our customers and their communities."

**Jon Hughes**  
Group QHSE Director, Mitie Group

# Mental wellbeing at Mitie

## Wellbeing Hub

Employees now have even more ways to support their mental and physical wellbeing thanks to an exciting expansion of resources available on the Celebration Hub's Wellbeing pages.

The updated Wellbeing Hub now features a wide range of self-care tools, including guided meditation sessions, calming sleep sounds and energising yoga routines – all designed to help colleagues relax, recharge and bring mindfulness into their everyday routines.

This refreshed offering is part of Mitie's ongoing commitment to creating a healthier, happier workplace, where colleagues can easily access resources to manage stress, boost resilience and prioritise their personal wellness.

“The counsellor made me feel like I was in a safe space so I could open up about things I wouldn't usually be able to. She really has helped me and taught me some very insightful and valuable tools to manage my depression and anxiety moving forward.”

## Mitie's Enhanced Psychological Therapy Service delivers exceptional outcomes in employee mental health and NHS support

Mitie, in collaboration with leading mental healthcare provider Vita Health Group, is proud to announce the outstanding success of its Enhanced Psychological Therapy Service (PTS). Designed to improve workplace mental wellbeing and ease pressure on NHS services, the programme is demonstrating measurable, life-changing impact.

Since its launch, the service has helped participating employees achieve a 96% return-to-work rate – underscoring its powerful role in recovery and reintegration. Equally impressive is the programme's Net Promoter Score (NPS) of 100%, a reflection of the unwavering trust and satisfaction expressed by clients. Feedback consistently highlights the positive and supportive environment created by the service's dedicated therapists.

The Enhanced PTS is specifically tailored to address common mental health challenges such as anxiety and depression. Clinical results reveal significant improvements in participants' wellbeing, reinforcing the programme's vital role in early intervention and effective treatment.

“We're proud to offer a service that not only supports our colleagues' mental health, but also contributes to wider healthcare sustainability,” said Lucy Smith, Head of Occupational Health and Wellbeing. “This collaboration with Vita Health Group demonstrates the power of partnership in delivering meaningful care at a time when it's most needed.”

As workplace wellbeing becomes ever more essential, Mitie's Enhanced PTS stands as a model for integrated, compassionate and clinically effective mental health support.

## Occupational health

In 2024, Mitie proudly entered a strategic partnership with Health Partners, a leading occupational health (OH) provider with over 20 years of experience delivering exceptional services to some of the UK's most prominent employers.

This collaboration marks a significant step forward in Mitie's commitment to enhancing employee wellbeing. Together, Mitie and Health Partners are delivering a tech-enabled occupational health service, tailored to meet the needs of each client while delivering measurable improvements to workforce health and safety.

Health Partners bring a powerful combination of expert clinical care, smart systems and evidence-based programmes that make a real difference to employees' health outcomes. Their mission aligns closely with Mitie's vision of fostering healthier, safer and more productive workplaces.



Social value return on investment

£436k

Delivering Mental Health First Aid training

88%

of managers felt OH helped them to support their team members

# The Mitie Foundation



The Mitie Foundation was established as an independent charity, wholly funded by the Mitie Group, in 2013. The Foundation was set up to support people who have specific barriers into employment, to surface and showcase their skills, to gain valuable work experience and secure meaningful employment. It also provides Mitie colleagues who are passionate about making a positive difference the opportunity to give back to the community and deliver genuine social value.

The Mitie Foundation focuses on three core areas:

- 1 Ready2Work
- 2 Giving Back
- 3 Employability



## 70%

of candidates have gained a job via our Ready2Work programme

## 495

candidates have completed our Ready2Work programme

## 4,450+

volunteering days facilitated by the Foundation

## 1,008

people released from prison introduced to local employers

Volunteering charity partners



## The Mitie Foundation continued

### Ready2Work

Ready2Work is the Foundation's flagship career skills programme, supporting individuals from disadvantaged backgrounds and who are facing barriers into employment to upskill and build career confidence.

The programme involves one week of employability workshops covering CVs, interview skills and relationship building, followed by three weeks of work experience.

"Ready2Work is our flagship employability programme, designed to unlock potential and provide tailored support to individuals facing barriers to employment. Whether it's long-term unemployed, young people or those with disabilities, we're proud to offer meaningful opportunities that change lives and enrich our workforce. By working closely with our charity partners and Mitie colleagues, we're delivering genuine social value and helping build a more inclusive future."

**Mollie Green**  
Head of Mitie Foundation



### Introducing Ready2Work Enable

Since May 2024, we've been working in partnership with Mencap on an initiative led by the Mitie Foundation's Ready2Work Enable programme. This initiative delivers real-world work experience for individuals with learning disabilities. Mansi Bhatt, a hopeful candidate who joined us as part of this programme, has flourished during her extended work experience placement and, upon successful completion, she was able to secure a position within our Business Services Bid Team as a Research Assistant.



"I found the 'Ready2Work' scheme with Cristina and Sarah from the Foundation to be quite enjoyable, as they were both nice and friendly. At first it was a little scary doing something new, but as they invested time in my training and mentoring, and with the backing of my Work Coach, it became quite rewarding. I have learned a lot working in the bid team as my communication and confidence have improved."

**Mansi Bhatt**  
R2W Alumni / Research Assistant

### Ready2Work: Opening doors to employment in Cumbria

Mitie's Ready2Work programme offers unemployed individuals an eight-week pathway into the workplace, combining a one-week pre-placement phase with seven weeks of hands-on experience. Delivered in partnership with job centres and organisations like Jacobs (via the OneAim contract), Thomas Graham and Energy Coast Nuclear Laundry, the programme tailors placements to candidates' needs.

Joint open days with Morgan Sindall's CCC initiative – endorsed by the DWP – attracted over 50 attendees and generated 25 applications. Despite transport and childcare challenges, Mitie and its partners adapted quickly, providing minibuses and flexible working hours to ensure access.

Fifteen placements were offered, with 11 candidates selected and five starting the programme. Three completed it, and two secured employment with Mitie – one through a temporary role that became permanent, and another via a mature apprenticeship pathway.

Mitie also hosted a workshop in West Cumbria, uniting local employment programme leaders to share best practices. A key takeaway was the value of aligning with existing initiatives like the Skills Academy and All Together Cumbria, rather than duplicating efforts. This collaborative approach strengthens local employment ecosystems and broadens access to opportunity.

"Seven weeks to transform potential into fully prepared candidates. This programme not only hones communication skills but also crafts CVs and sharpens interview skills, paving the way for career success."

**Daniel Albu**  
Apprentice Joiner

## The Mitie Foundation continued

## 2 Giving Back

To support our communities, Mitie provides all salaried colleagues with 10 hours annually to volunteer for causes they are passionate about or participate in national charity campaigns. This initiative allows us to demonstrate our commitment to making a positive impact, while empowering our colleagues to dedicate time to meaningful activities that truly make a difference.

We fundraised £65,000 in FY25 for local and national charities. Group-wide volunteering events that we have supported in FY25 include the following:

### Social value return on investment

£1.1m

Volunteering for local and national causes

## Mitie big blood drive

In 2025, Mitie Technical Services launched a bold initiative to support the NHS by donating blood, aiming to match England's daily hospital requirement of 4,300 pints. The campaign quickly expanded company-wide, encouraging employees across all departments to participate. To date, 494 pints have been recorded. Staff were encouraged to use their volunteering day for donations, while Mitie explored hosting mobile blood units at its Manchester TSOC office. Plans included a blood donation lorry and leadership involvement to inspire greater participation. Employees were also guided on how to register with NHS Blood and Transplant, fostering long-term donor engagement. Moving forward, Mitie will continue promoting the campaign, celebrating key milestones and strengthening collaboration with NHS Blood and Transplant – reinforcing its commitment to saving lives and supporting one of its key clients, the NHS.



## 890 Christmas hampers delivered to young people leaving care

For the seventh year running, Mitie, in partnership with Essex County Council's Children in Care Council, delivered Christmas hampers to young people leaving care. On 10 November 2024, 10 volunteers from Mitie, SPS Global and LSH joined forces along with ECC to pack 890 hampers. The following day, 10 Mitie engineers used electric vans to deliver hampers across four Essex hubs. This initiative and our partnership approach has made a huge difference to young people leaving care across Essex.

## 10 years of giving: The Mitie Scotland Charity Ball

The 10th annual Mitie Scotland Charity Ball in September 2024 was a huge success. It raised an impressive £65,088 in one night and it boosts this year's total fundraising by our Dedicated Accounts teams to an incredible £200,000, as well as bringing the total raised over the decade to more than £500,000. This has helped charities like Beatson Cancer Charity, Macmillan Cancer Support and the NSPCC.

The Ball itself was held at the Gables Hotel & Spa in mid-September. Suppliers and Mitie colleagues gathered for a night to remember. They enjoyed live entertainment from comedians and bands, a charity auction and a fantastic dinner.

Dedicated Accounts had set an ambitious goal. They wanted to raise £100,000 for charity this year to celebrate the 10-year milestone. Over the past few months, teams across the UK have pulled out all the stops. Running, climbing, swimming, footballing, shaving and hosting all sorts of events. Thanks to their hard work and determination, they smashed their target, topping £200,000 including the Ball.

"I am incredibly proud to work on the NHS Blood Contract for Mitie, and the reason I donate blood is because I know that giving just one hour of my time can help save up to three lives. That's an incredibly powerful thing – and something I believe we should all consider doing. If any of us – or someone we love – were ever in hospital and needed it, we'd want it to be there. It's a simple act that makes a life-changing difference."

**Graham Wedge**  
Senior Account Manager and  
Lead on National Blood Account



The Mitie Foundation continued

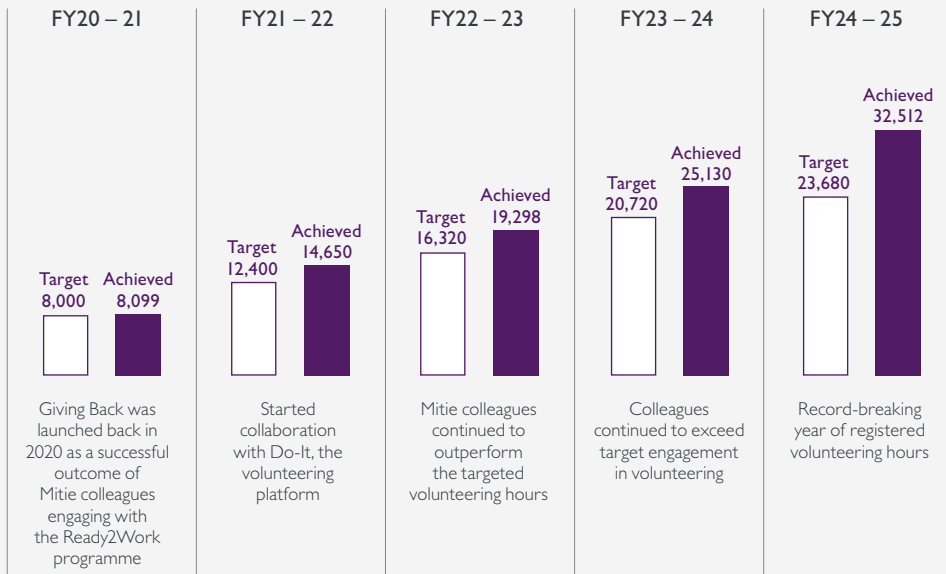
# Volunteering spotlights

## Celebrating five years of volunteering

At Mitie, we strive to effect positive change. As we wrap up our five-year volunteering targets made in 2020, we want to take a moment to reflect on and celebrate all that we've accomplished. In 2020, the Giving Back initiative was introduced as part of the Mitie Foundation's relaunch, aimed at supporting underrepresented groups in overcoming employment barriers. Since its inception and establishing our collaboration with the volunteering platform 'Do-It', we have seen our registered volunteering hours surpass our targets year on year.

This year, we registered a record-breaking 32,512 hours, exceeding our target by almost 9,000 hours.

While the hours appear as numbers, they represent something much more impactful. We've made a difference in people's lives, helped clean up our communities, built stronger bonds with our colleagues and created lasting memories.



## Network Rail – volunteering highlights

Our Giving Back programme enables colleagues to positively impact their local community by volunteering their time during work hours. It forms part of many of our client accounts, Social Value, which is certainly the case with the Network Rail contract, which delivered 3,382 volunteering hours last financial year.

Colleagues from Mitie, Network Rail and the local community joined forces to positively impact a much-loved and utilised community asset. The team of volunteers rolled up their sleeves and transformed the Oakfield Parkonion Cricket Club in Ilford, ensuring it was more than ready for the new season. The dedication and commitment shown by everyone involved truly exemplified the power of collaboration.

## Rooting for sustainability!

In March 2025, Mitie's management team joined forces with Capital Gardens to launch a fruit tree planting initiative at St George's Trust. Designed to enhance green spaces, promote recycling awareness and foster community engagement, this initiative involved hospital staff and local volunteers. By planting fruit-bearing trees and educating participants on sustainability, the project strengthened community ties and increased environmental awareness among over 10,000 hospital employees and residents –demonstrating Mitie's dedication to a greener, more connected future.



Social value return on investment

# £163k

Volunteering for environmental projects

## The Mitie Foundation continued

### 3 Employability

One of the key aspects of the Mitie Foundation is employability. We work with our referral partners to support with recruitment and feedback for their clients, delivering government initiatives to support those with barriers into work. The Foundation team have had a record-breaking year having delivered 15 Ready2Work (R2W) programmes.

#### Careers portal

Through our Employability stream, we've achieved 256 hires to date, 52% of our FY25 target of 500. While this is below expectations, it underscores the critical role hiring managers play in helping us reach our goal.

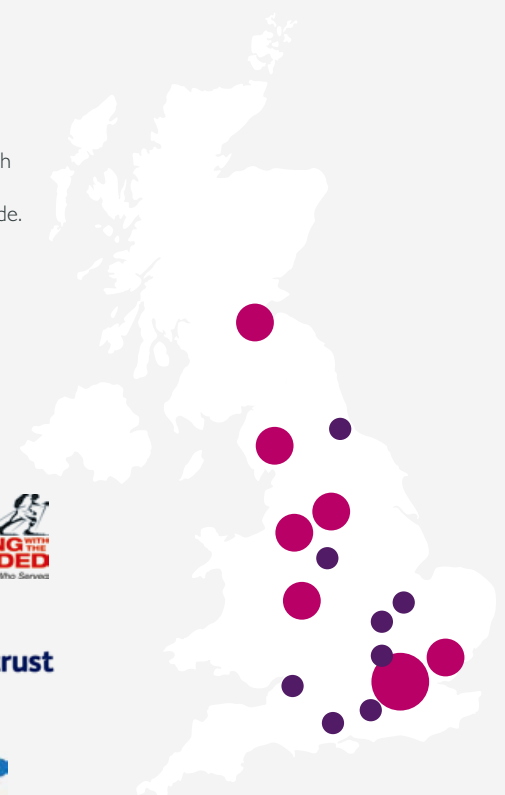
This year, we've focused on raising awareness of the value Foundation candidates bring. We've delivered four Lunch and Learn sessions for hiring managers – particularly in security and cleaning – and three national sessions for charity partners, highlighting Mitie's expectations and support for candidates from disadvantaged backgrounds.

We continue to work closely with our tier 1 referral partners to spotlight weekly opportunities and better understand candidate needs. Ongoing engagement through our resourcing team's monthly calls ensures hiring managers know how to identify and support Foundation candidates across our systems.

#### Nationwide Delivery of Foundation Employability Programmes

Mitie has delivered its Foundation employability initiatives across the UK, engaging hiring managers and referral partners from every region. Through targeted Lunch and Learn sessions, regional outreach and weekly spotlighting of opportunities, we've ensured consistent support for candidates nationwide. Our careers portal and resourcing team calls have enabled hiring managers – from Scotland to the South-west – to identify and champion Foundation candidates, helping us drive inclusive employment at scale.

50+ Charity & Referral Partners, including



● One programme delivered  
● Multiple programmes delivered

# Community impact in action



In 2024, Mitie won the 'Positive Climate Action: Towards Net Zero' award for work done in Essex.

Mitie and Essex County Council (ECC) are working together to combat climate change, aiming for Net Zero carbon emissions in ECC's core estate by 2030 and schools by 2050. Over the past three years, the partnership has secured £13.8m in government grants, prioritised decarbonisation projects, conducted feasibility studies and engaged local communities through employment and volunteer initiatives, including planting 10,000 trees.

Key achievements include solar installations generating 1,700,000 kWh annually, saving 534 tonnes of CO<sub>2</sub>, and planned air source heat pump installations projected to cut 209 tonnes of CO<sub>2</sub>e. Financially, solar panels save £280,500 yearly, and LED lighting upgrades will reduce costs by £121,000. Sustainable solutions, such as Structural Insulated Panel classrooms, have achieved A+ EPC ratings.

Looking ahead, ECC continues to phase implementation, engage stakeholders and apply data-driven insights to drive responsible energy use – ensuring lasting environmental impact through proactive planning and collaboration.



Decarbonising Essex:

## A step closer to reaching Net Zero carbon emissions



"The learnings from the ECC projects contribute to Mitie's overall approach to sustainability and inform its service offerings to other clients. By sharing these learnings, Mitie plays a role in empowering other organisations to embark on their own positive climate action journey towards Net Zero, ultimately contributing to a broader positive environmental impact."

IWFM Impact Awards 2024

## Community impact in action continued



The power of the Mitie Business Boost:

## Driving change in Cumbria

As part of our wider ESG strategy, the Mitie Business Boost is a focused initiative and a practical example of how we're investing in the long-term prosperity of communities like West Cumbria, by supporting local entrepreneurs to grow sustainable, resilient businesses.

Now in its second year, the Mitie Business Boost has grown in ambition, scale and impact. Developed to support early-stage businesses and start-ups in the region, the programme focuses on embedding sustainability, not just environmentally, but socially and economically, into the heart of business planning.

The Boost is designed to address real challenges in West Cumbria, an area rich in potential, but where new businesses face high costs and limited growth opportunities in an economy historically reliant on the nuclear sector. The Business Boost was created to tackle these barriers head-on, providing both the financial investment and the mentoring networks that local entrepreneurs need to succeed.

Following an open call for applications, all entrants were offered free tailored business support and mentoring, through inclusive access in-person and online. This included three workshops focused on the 'Three Pillars of Sustainability', including 'People and Social', 'Economics and Finance' and the 'Environmental and Operational' workshop held at Muncaster Castle, demonstrating real-world insights into sustainability in action.



"The Mitie Business Boost is a fantastic example of how our procurement strategy delivers long-term social impact, empowering entrepreneurs and creating a strong and sustainable local business ecosystem."

**Tracey West**  
Senior Social Impact Manager,  
Sellafield Ltd

"We're thrilled to collaborate with Mitie to help make Cumbria more sustainable."

**Ewan Frost-Pennington**  
Muncaster Castle

## Community impact in action continued

Candidates submitted business plans demonstrating their commitment to the 'Three Pillars of Sustainability'. From these, six finalists were selected to progress to the final stage. Each received further tailored support, with one-to-one mentoring and practical business guidance from our Boost partners.

The journey culminated in the stunning grounds of Muncaster Castle, where finalists pitched their plans to a panel of expert judges, the Boosters, including sustainability specialists, local business leaders and even a previous Boost winner.

What followed was a powerful moment of recognition: three winners were announced, each awarded a £10,000 investment to bring their sustainable business ambitions to life – Cumberland Flower Farm, a local eco-conscious flower farm, Electric Executive Cars Cumbria, a green transport service for zero-emission travel, and Lakeland Life, a community-focused events business.

### The power of the Mitie Business Boost: From start-up to scale-up

All three Boost winners demonstrated outstanding commitment to sustainable growth, community impact and business innovation. The £10,000 investment is just the beginning of their Boost journey, as each winner continues to receive long-term mentoring and access to valuable business networks, ensuring ongoing support as their ventures scale.

Organised and led by Mitie's Cumbria Consortium Social Value Team, in collaboration with Boost partners, Industrial Solutions Hub (iSH) and OneAim, the Business Boost aligns with the Sellafeld Ltd Social Impact SiX strategy and uses local suppliers to maximise regional value.

The Mitie Business Boost is more than a funding initiative; it's a long-term commitment to building sustainable, inclusive local economies. By backing local enterprise with funding, mentoring and business support, we're helping West Cumbria thrive.



"It was a privilege to be part of the judging panel. Supporting the Business Boost was a no-brainer; it aligns with our beliefs in fostering a thriving, diverse and sustainable economy."

**Paul Fletcher**

Group Director at Amentum and OneAIM Executive Board Chair

"Each of the finalists showed ambition for growth. The support package helps them take that next step."

**Gary McKeating**

Managing Director, Industrial Solutions Hub

# Governance

## In this section

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## Mitie governance

### Mitie governance framework

Mitie's corporate governance framework is designed to ensure the long-term success and sustainability of the company. The Board of Mitie Group plc is collectively responsible for providing leadership and direction, reviewing and agreeing on the group's strategy, and ensuring high standards of governance are maintained throughout the organisation. The framework is aligned with the principles and provisions of the UK Corporate Governance Code, and it emphasises the importance of risk management, internal controls and stakeholder engagement.

Additionally, Mitie has a formal governance structure in place to ensure that all climate-related risks and opportunities are correctly assessed and managed. Overall responsibility for this resides with the Board. The table on page 55 of our Annual Report and Accounts 2025 details the different committee roles and responsibilities for the management of climate-related risks and opportunities, along with information on specific climate-related decisions taken during the year.

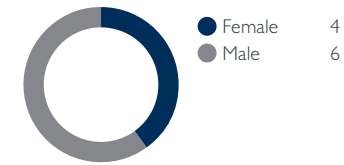
### Stakeholder engagement

It is the Board's duty to understand the needs of all of our stakeholders, and to act on their feedback. This year, the Board has engaged extensively with Mitie's different stakeholder groups, with a particular focus on our colleagues.

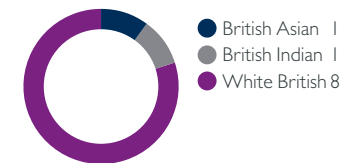
A high proportion of our colleagues work for us on the frontline, and we never stop learning how to improve our two-way communications. Our colleague listening strategy is focused on hearing from and acting on colleague feedback and, this year, we have refreshed the Board's approach. Jennifer Duvalier, our Non-Executive Director responsible for workforce engagement, has undertaken a full programme of in-person and virtual colleague listening sessions, in which other Board members participated.

Our Board members also attend the many ED&I events run with our diversity networks across Mitie, and the Board has travelled extensively around the UK and overseas to meet colleagues over the past year.

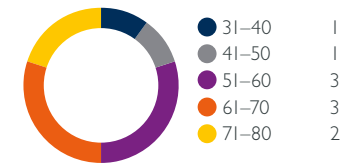
### Gender diversity at 31 March 2025



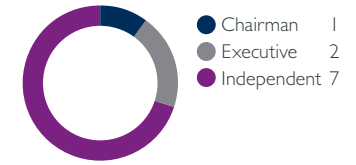
### Ethnicity diversity at 31 March 2025



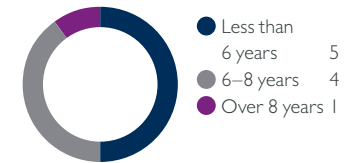
### Director age range at 31 March 2025



### Director independence at 31 March 2025



### Director tenure at 31 March 2025



## The Board

The Company's formal governance framework underpins the Group's operations.

The Board is responsible and accountable to shareholders for the sustainable long-term success of the Company. Subject to UK company law and the Company's Articles of Association, the Directors may exercise all the powers of the Company, may delegate authority to Committees, and day-to-day management and decision-making to individual Executive Directors.

INFORMING

REPORTING

## Board Committees

Mitie has four formal Board Committees: the Audit, Nomination, Remuneration and ESG Committees. The Committees support the Board by managing specific tasks or areas delegated to them. They examine critical areas in detail, facilitating informed decision-making and dedicated oversight, as well as offering expert guidance for the whole Board.

INFORMING

REPORTING

### Audit Committee

Purpose: to oversee the integrity of the financial reporting process, monitor the effectiveness of the internal control and risk management systems, ensure the independence and effectiveness of internal and external audits, and review the compliance and fraud prevention mechanisms.

### Nomination Committee

Purpose: to evaluate and make recommendations regarding the composition, diversity, experience, knowledge, balance of skills and independence of the Board and its Committees.

### Remuneration Committee

Purpose: to determine and review the Group's remuneration policy and monitor its implementation.

### ESG Committee

Purpose: to provide oversight and governance for all of Mitie's Environmental, Social and Governance (ESG) initiatives, ensuring they are aligned to Mitie's Purpose, Promises and Values.

INFORMING

REPORTING

## Mitie Group Executive (MGX)

The MGX includes senior members of management from each business unit and central Group functions and meets weekly to discuss and implement the Group's strategic objectives. The Board is updated on matters discussed at MGX meetings at Board meetings as part of the Chief Executive's regular update paper, and on an ad hoc basis as required.

INFORMING

REPORTING

In addition to the four main Board Committees, the Company has a Disclosure Committee, an informal Bid Committee and a Risk Committee.

### Disclosure Committee

Chaired by the Chief Executive, its members include the Chairman, Chief Financial Officer, Chief Legal Officer & Company Secretary, and the Deputy General Counsel. Its purpose is to assist and inform decisions of the Board concerning the identification of inside information and to make recommendations about how and when the Company should disclose that information in accordance with the Company's disclosure policy.

### Bid Committee

Chaired by the Chief Executive, its members include the Chief Financial Officer, Chief Legal Officer & Company Secretary, relevant members of the MGX and members of the sales team. The Bid Committee met weekly during FY25. Its purpose is to consider material bid submissions and to determine whether such bids meet the Group's financial, commercial and legal objectives.

### Risk Committee

Chaired by the Chief Risk Officer (Mitie's Chief Legal Officer) and comprising the Managing Directors of each of the divisions, the heads of all functions and relevant subject-matter experts, it is responsible for overseeing the implementation of the Group's Enterprise Risk Management framework from an operational perspective, consistent with Mitie's risk appetite.

# ESG oversight

Having an effective governance structure in place is crucial to the success of our ESG programmes.

Our four levels of governance enable us to: have a platform to implement initiatives; understand the impacts and risks involved; develop opportunities for additional business growth; oversee the full programme for ESG matters – incorporating environmental, sustainability and social value; and regularly report our progress to the Board.

- We have adopted a culture of continuous improvement to maintain our lead across the ESG agenda. Our size and reach with the leading organisations we work with establishes us as a key influencer; and with our Plan Zero environmental and Plan Thrive social mobility programmes, we can reduce the impact of climate change and improve the social value in the communities we serve.

## Governance framework

### Board

The Board has overall responsibility for sustainability, environmental and climate-related matters, including Task Force on Climate-related Financial Disclosures (TCFD) risks and opportunities. It reviews climate-related risks and opportunities as part of its principal risks and business strategy considerations.

#### Key achievements in FY25:

- Monitored progress against social value and climate-related goals and targets
- Approval of the Climate Transition Plan
- Reviewed and integrated Double Materiality Assessment (DMA) results into existing business strategy
- Reviewed and approved TCFD and principal risks and uncertainties
- Refreshed the Board's approach to improve our two-way communications through our colleague listening strategy, focusing on hearing from and acting on colleague feedback
- Gifted free shares for the fifth year running, giving more to those that earn the least

### ESG Committee

Chaired by Non-Executive Director Salma Shah, our ESG Committee has oversight for social value, sustainability, environmental and climate-related matters, including TCFD risks and opportunities. Its key responsibilities are:

- Promoting, overseeing and monitoring the implementation of the ESG strategy on behalf of Mitie
- Ensuring Mitie conducts its business in a responsible way to achieve a positive impact on the people, environment and the communities in which it works
- Reviewing and approving Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities)

#### Key achievements in FY25:

- Adopted decarbonisation agenda for Mitie's fleet, built estate and energy consumption
- Engagement with our supply chain to ensure alignment with the Group's science-based target approach
- Ongoing review of our Net Zero progress and incorporation of carbon reduction initiatives
- Reviewed our carbon credits governance framework
- Increased the number of apprenticeships across Mitie
- Increased diversity of leadership roles and inclusivity in Mitie's culture

### ESG Risk Group

The ESG Risk Group (formally Plan Zero Steering Group) meets quarterly in line with the Risk Committee and reports to the ESG Committee. Its members represent Sustainability, Legal, Finance, Risk, Procurement and Investor Relations. Its key responsibilities include:

- Overseeing and directing the ESG Working Groups
- Reviewing and mitigating identified climate-related risks
- Realising climate-related opportunities
- Updating Mitie's Climate Change Risk Assessment matrix on RiskSafe (TCFD risks and opportunities)

#### Key achievements in FY25:

- Developed and reported our Sustainability Statement in line with CSRD requirements
- Improved engagement with supply chain to influence the uptake of environmental initiatives that work towards a 1.5°C trajectory
- Identified opportunities to expand Mitie's commercial decarbonisation offering to our customers
- Updated the risk matrix to incorporate further mitigation measures
- Continued advancement of a learning and development programme to all Mitie colleagues, from the Board to those in frontline operations
- Established carbon credit governance framework

### ESG Working Groups

The ESG Working Groups were repurposed to cover the wider ESG agenda, including environment, labour and human rights, business ethics and sustainable procurement. They meet quarterly and report to the ESG Risk Group.

Their members include ESG team members and operational managers from across the Group.

Their key responsibilities include:

- Identifying and delivering actions to achieve Mitie's Plan Zero initiative objectives that reduce waste, lower energy consumption and drive down carbon emissions
- Continuous improvement of Mitie's Climate Change Risk Assessment (TCFD risks and opportunities) incorporating further scenario analysis

#### Key achievements in FY25:

- Transitioned a further 1,190 EVs into our fleet, representing 74% of our total UK fleet and 85% of the fleet where technology allows us to transition
- Established a supplier engagement platform to measure, report and influence supply chain behaviour
- Improved sustainable commuting engagement and reporting
- Development of biodiversity strategy

## ESG oversight continued

## Culture at Mitie

**Culture at Mitie is underpinned by its purpose: 'Better Places; Thriving Communities'. The Board believes that when people feel connected, collaboration improves and colleagues feel safe and secure, with a strong sense of belonging.**

Mitie is a people business, offering FM services that are driven by Mitie colleagues. Mitie's vision is to be the destination employer in the FM industry, creating a 'Great Place to Work' and a truly inclusive culture where our people are supported to achieve their potential. Further detail can be found in the People section on page 36 of the Annual Report and Accounts 2025.

All Directors lead by example and promote the desired culture.

### Alignment of remuneration and culture

Successful people and organisations are clear about what they want to achieve, how they are going to get there and their progress along the way. The annual employee appraisal (MiReview) process allows Mitie to set SMART objectives in areas that really add value to the business, build development plans that help colleagues achieve their objectives and personal development goals, and ensure pay reviews are carried out in a transparent way, related directly to individual performance.

ESG leadership targets are built into executive remuneration bonuses. The Long Term Incentive Plan (LTIP) targets are disclosed in the Director's remuneration report on pages 124 to 128 of the Annual Report and Accounts 2025.

### Ethics

Mitie is committed to: promoting equality, diversity and inclusion (ED&I); eliminating discrimination; providing equality of opportunity; and encouraging inclusivity among colleagues. All colleagues are required to adhere to Mitie's key ethics and compliance policies, which include the Employee Handbook, Ethical Business Practice Policy, People Policy, and Equality, Diversity and Inclusion Policy. Colleagues are encouraged to report any behaviours that they believe do not comply with the policies or do not meet the standards of conduct expected at Mitie. Channels for raising any such concerns include Mitie's independent whistleblowing service, line managers, People Support, directly with the Chief Executive via email to 'Grill Phil', via email to the ED&I mailbox, and through Mitie's diversity networks.

Mitie's award-winning inclusion learning and development programme Count Me In helps us create an environment where everyone feels supported, included and able to bring their true self to work. Count Me In remains a key core offering for our colleagues. Since 2022, interactions with our Count Me In programme have grown to over 196,000 interactions with the learning activities, equating to over 9,500 hours of focused learning across the business. Further details of Mitie's Count Me In programme can be found on page 60 and at [www.mitiepeople.com/countmein](http://www.mitiepeople.com/countmein).

Our commitment to fostering a truly inclusive culture has been furthered by the development of a leader-specific learning and development programme. This was developed for all people managers in our business and builds on our inclusion programme, Count Me In. The new leadership programme provides real focus and clarity for leaders at Mitie on how to lead respectfully, encouraging them to deeply invest in building trusting and respectful relationships with their team members by providing practical guidance on how to create the right environment to have inclusive conversations and showing that we really care for our people.

Our people leaders go through a journey of discovery while completing the Leading with Respect programme. The content is carefully crafted to provide laser focus on ED&I, health and wellbeing, safety and employee relations matters, and empower our people managers to effectively manage grievances, absences and investigations with a colleague-focused lens. Over 4,700 people managers have completed the programme since it launched in September 2023, representing 92% of our target audience.

### How the Board assesses and monitors culture

Mitie's Values help define the behaviours of its people and underpin its vision of 'Better Places; Thriving Communities'. An important element of Mitie's culture is establishing a 'One Mitie' way of operating across the business. The 'One Mitie' way leads to consistent, high-quality and relevant information flows across the business. Mitie's colleague listening strategy, which is focused on hearing from and acting on colleague feedback, supports the adoption of a 'One Mitie' culture that is inclusive and high-performing. The strategy includes colleague listening sessions hosted by Board members and Mitie business divisions in the UK and overseas, as well as the colleague engagement survey, MyVoice. Members of the Board attend regular events with colleagues at Mitie offices, as well as diversity network events. Where virtual events are held, they include the ability for colleagues to ask questions of management via a chat box (anonymously, if preferred).

These information flows, together with direct engagement from each of Mitie's business divisions, are key to the Board's oversight of cultural matters. Mitie also measures several non-financial key performance indicators (KPIs), such as colleague turnover, employee engagement and lost time injury frequency rate (LTIFR), which allow trends and changes to be identified and monitored.

### Whistleblowing

Mitie has an independent whistleblowing service, 'Speak Up', to enable colleagues, customers, suppliers and third parties to report any concerns or wrongdoing anonymously, without any fear of retaliation. Mitie's whistleblowing service platform, EthicsPoint, is managed by an independent third-party service provider, Navex Global. The service can be accessed via a freephone hotline number and a web portal, details of which are made available to colleagues in multiple languages via workplace posters, Mitie's Employee Handbook, intranet and MitiePeople.com. The service can also be accessed by customer and supplier personnel, as well as members of the public, with details being provided via [www.mitie.com](http://www.mitie.com).

The whistleblowing service and related internal procedures are structured to ensure that all reports are reviewed and investigated independently from the area of the business to which they relate, thereby minimising the risk of conflicts arising. All reports are copied to and reviewed by a central Whistleblowing Investigation Group, which includes the Deputy General Counsel and senior members of the Group's Internal Audit function. This helps to ensure transparency and enables any trends to be identified and addressed.

An update on whistleblowing activity is provided to the Board at every Board meeting and to the MGX as appropriate. The update includes details of incident reports received in the period between Board meetings, as well as details of ongoing, and the outcomes of recently completed, investigations. The EthicsPoint platform provides Mitie with the ability to report by business division and by investigation status/outcome, facilitating the Board's ability to effectively track the progress of investigations and to monitor and address trends across individual business units and the Group as a whole.

## ESG oversight continued

### 2024 employee engagement survey

Mitie's annual colleague survey, MyVoice, provides feedback that management acts upon to improve the working experience at Mitie. The results of the survey also provide the Board with a Group-wide snapshot of how our colleagues rate Mitie's culture and engagement.

The most recent MyVoice survey took place in April 2024, with an employee engagement score of 63% based on a participation rate of 60%, and the insights and actions taken can be found on page 70 of the Annual Report and Accounts 2025. Our next MyVoice survey will take place during FY26.

### Designated Non-Executive Director for workforce engagement

Jennifer Duvalier is Mitie's designated Non-Executive Director responsible for oversight of the Board's engagement with Mitie colleagues. Jennifer participates directly in employee engagement initiatives and, along with other Board members, has carried out a full programme of activities in FY25. These include colleague listening sessions, which ensure that the Board hears directly from frontline colleagues about what is working well at Mitie and what can be improved. One of Jennifer's main roles is to encourage colleagues to share their views so that she can champion their voice in Board discussions.

#### Why Jennifer?

Prior to joining the Board in 2017, Jennifer had a long career in HR, working in several large, people-driven companies going through significant transformation. Jennifer brings this wealth of experience to Mitie.

#### Objectives

The objectives of Jennifer's programme of activities include:

- Ensuring that the Board hears from a wide cross-section of Mitie colleagues, both in the UK and internationally
- Hearing from colleagues from a diverse range of backgrounds, roles, contracts and business units
- Ensuring Board and MGX involvement in key diversity network events
- Creating opportunities to get involved in the work of colleagues to better understand their lived experience at work, subject to health and safety rules
- Creating a cycle of feedback with the Board to inform decision-making and people strategy-setting/deliverables, and ensure colleagues hear what actions are taken from these discussions



“Mitie places great importance on employee engagement initiatives. By actively listening to colleagues about their work experiences, we aim to enhance their working conditions. Our workforce is integral to our social value framework, and their feedback provides valuable insights that inform the Board's decisions. I am proud of our ongoing efforts to develop and improve our people-focused agenda.”

#### Jennifer Duvalier

Designated Non-Executive Director for workforce engagement

## ESG oversight continued

### Board site visits

The Board aims to understand the perspectives of all colleagues and the impact of its decisions on them. During FY25, Mitie continued its process related to colleague listening sessions, with Jennifer and other Board members hosting at least one session with Mitie colleagues or attending a Mitie diversity network event each month. The wider Board will support Jennifer by attending listening sessions and diversity network events during FY26.

The Chief People Officer and the Communications Director support the Board's role in colleague engagement. In collaboration with business division leads, they evaluate Mitie's annual employee engagement survey data to propose a range of site visits that ensure effective reach to Mitie colleagues globally.

The Communications Director facilitates these visits alongside the business unit and/or account lead. While each visit structure may vary, generally Board members receive a tour of the site or an overview of it, hold a one-on-one meeting with managers, and then hold an informal session with frontline colleagues without managers present. No specific topics for discussion are provided in advance, but the site team is advised that the Board would like to hear about their experiences working at Mitie, any challenges, concerns or ideas for improvement, and what they consider Mitie does well.

A summary of what Board members hear from colleagues is shared with the entire Board ahead of Board meetings and discussed during those meetings. Specific matters raised are discussed with senior management to ensure they are properly considered and addressed.

Details of the Board's engagement with colleagues are shared through Mitie's internal communication channels – MiNet (employee intranet site) and MitiePeople.com.

### Jennifer's wider activities in relation to colleague listening

The Board considers it important that colleagues' views are heard through several mediums, including feedback from managers, surveys, internal communications and digital channels (such as Yammer), to develop an inclusive, two-way and 'One Mitie' culture. As well as site visits and colleague listening sessions, Jennifer is involved in a range of other activities, including leading remuneration listening sessions, analysing feedback from Mitie's annual employee engagement survey and regular pulse surveys, spending time with the HR teams and attending virtual Q&A events. She also invites colleagues to contact her directly via her Mitie email address.

### Why the role of designated Non-Executive Director for workforce engagement adds value (over and above other employee engagement mechanisms)

By hosting colleague listening sessions, Jennifer and the Board engage with people across the business to gather their views and experiences, aiming to understand what they value about Mitie and what they would like to see changed. The Board ensures that people's perspectives are acknowledged at the highest level of the organisation. By analysing the received feedback, the Board can identify common concerns within the business and ensure these issues are managed effectively and efficiently.

### Learnings and responses

Themes identified from the Board's colleague listening sessions during FY25 included:

- Pay, benefits and recognition
- Facilities, technology and access to systems: recognised as an area for improvement
- Communications: a desire for more effective communication with colleagues across business divisions

## ESG oversight continued

### Females in senior leadership team (%)



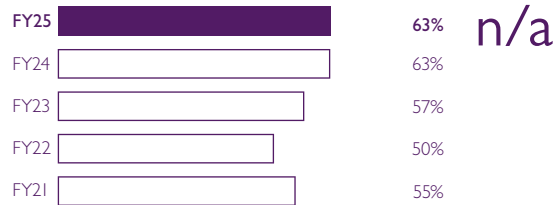
#### Description

Mitie measures the number of females in the senior leadership team (SLT) against the total headcount of the SLT. The SLT includes the MGX (Executive Committee) and those on the MLT (Management Leadership Team).

#### Our achievement

We have increased the number of females in the SLT by 10ppt to 42%. We have a well-developed ED&I strategy at Mitie and we continue to focus on increasing the representation of women in senior roles across the business by supporting their ongoing career progression. This includes the expansion of our programmes focused on developing women in leadership during the year.

### Employee engagement (%)



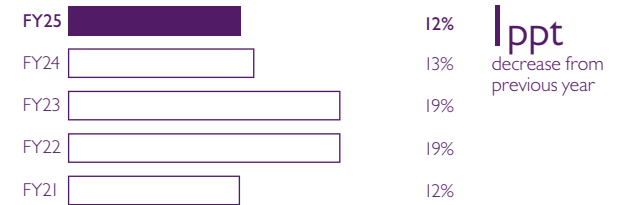
#### Description

Mitie's success is underpinned by the way Mitie leads and engages with its colleagues. The employee engagement (MyVoice) survey asks colleagues at Mitie how they feel about working within the organisation, and what improvements could be made. Beyond the annual survey, the Board and SLT regularly travel to UK and overseas locations to engage with colleagues across the business.

#### Our achievement

Our most recent MyVoice survey took place in April 2024 (relating to FY24), with a record 63% of surveyed colleagues 'fully engaged' in the year, and actions from the survey undertaken during FY25 are detailed on page 70 of the Annual Report and Accounts 2025. This score reflects our commitment to being the destination employer in the industry and creating a 'Great Place to Work'. Our next MyVoice survey will take place during FY26.

### Employee turnover (%)



#### Description

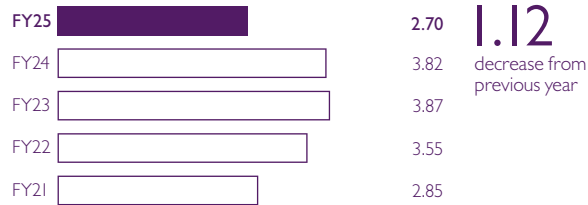
Mitie measures the number of employees leaving us voluntarily over a 12-month period against our overall headcount. Employee turnover has been a focus area for a number of years as we strive to create a 'Great Place to Work' and be the employer of choice in our industry.

#### Our achievement

Employee turnover reduced by 1ppt to 12%, reflecting the high level of colleague engagement, career progression opportunities and our comprehensive industry-leading benefits packages. We also host a range of events attended by the Board and SLT to promote diversity and inclusion, and ensure that our colleagues have their say.

## ESG oversight continued

### Lost time injury frequency rate (per million hours worked)



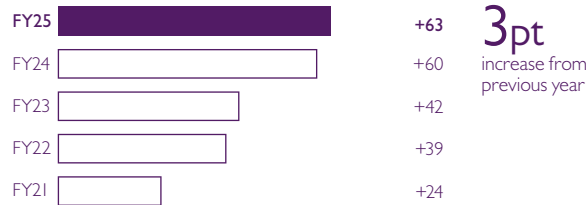
#### Description

Mitie is committed to high standards of health, safety and wellbeing. Our objective is to ensure that we engage with colleagues to instil appropriate behaviours and provide necessary training, alongside promoting open communication and partnering with suppliers, customers and contractors to maintain high standards. Our lost time injury frequency rate is just one measure used to monitor our progress.

#### Our achievement

Our lost time injury frequency rate reduced through a greater focus on data, leading to more proactive interventions including more inspections and audits, greater trend analysis, hazard spotting, targeted campaigns, and additional training and development. We also introduced LiveSafe Champions – c.1,500 colleagues who are helping to manage health and safety on the frontline, identifying and mitigating hazards, and encouraging safe working practices within their teams.

### Net Promoter Score (index)



#### Description

Customer Net Promoter Score (NPS) is a widely used measurement derived by asking customers how likely they are to recommend a company's products and services to others. NPS continues to be an important metric for Mitie to understand our customers' overall satisfaction with the quality of services provided and their willingness to recommend them to others.

#### Our achievement

Mitie's NPS increased by 3pts to a record +63. This continued improvement in our NPS demonstrates our unwavering commitment to understanding the changing needs of our customers and exceptional service delivery. By measuring our customers' willingness to recommend our services, we continuously refine our understanding of where we excel and identify opportunities for enhancement. The FY25 survey captured feedback from over 1,100 customers.

### Carbon emissions (Scope 1, 2 and 3) (tonnes CO<sub>2</sub>e)



#### Description

Mitie has set ambitious targets to reach Net Zero operational carbon emissions by the end of 2025, with non-operational emissions targeted by 2035. Mitie will eliminate emissions from power and transport, eradicate non-sustainable waste and enhance inefficient buildings to meet the highest environmental standards. In addition, we have validated science-based targets by the SBTi.

Mitie first reported Scope 3 global emissions data in FY23. Only UK emissions data is externally verified at present.

#### Our achievement

Mitie's Scope 1, 2 and 3 global emissions (location-based) reduced by 7% to 270,419 tonnes CO<sub>2</sub>e (inclusive of 4,066 verified emissions reduction carbon credits). Within this, Scope 1 and 2 global emissions reduced by 6% to 20,130 tonnes CO<sub>2</sub>e (excluding carbon credits), reflecting the continued removal of fossil fuel heating systems and transition of the fleet to EVs. We have continued to enhance our Scope 3 data capture and reporting, and also benefited from suppliers reducing their own carbon emissions. In FY26, we will transition to market-based reporting.

## ESG oversight continued

### Corporate Sustainability Reporting Directive (CSRD)

As part of our commitment to ESG, Mitie is preparing to comply with the Corporate Sustainability Reporting Directive (CSRD) by adopting new sustainability statements for our Annual Report and Accounts 2025, referencing the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG).

Our double materiality assessment (DMA), completed in FY24, identified EI Climate Change, SI Own Workforce and GI Business Conduct as material to our business. We have therefore focused on these key areas of the CSRD while maintaining compliance with the Task Force on Climate-related Financial Disclosures (TCFD) and other relevant standards. All data points in the ESG sections have been identified as material through our DMA.

Our approach integrates sustainability into our core business strategy, ensuring that ESG considerations are embedded in decision-making processes. Key highlights include our Plan Zero initiative, which targets Net Zero carbon emissions by 2025 for Scope 1 and 2, and by 2035 for Scope 3. We also focus on enhancing energy efficiency, reducing waste and promoting sustainable procurement practices.

Governance plays a crucial role in our sustainability efforts, with oversight provided by the Board and the ESG Committee. Regular reviews and updates ensure that our strategies remain aligned with evolving regulatory requirements and stakeholder expectations.

For a detailed overview of our Sustainability Statement, including specific metrics, governance structures and scenario analyses, please refer to the Annual Report and Accounts 2025.

### Task Force on Climate-related Financial Disclosures (TCFD)

Mitie's Sustainability Statement, detailed in our Annual Report and Accounts 2025 (pages 50–75), details a robust approach to climate-related risk and opportunity management, aligned with the Task Force on Climate-related Financial Disclosures (TCFD). The company identifies and assesses material impacts across its value chain, using a structured framework to evaluate both physical and transition risks.

Key macro-level risks include extreme weather events and rising summer temperatures, which pose operational and productivity challenges. Transition risks such as decarbonising the supply chain, policy-driven cost increases and shifting customer expectations are also highlighted. These are counterbalanced by opportunities like expanding low-emission services, transitioning to EVs and accessing new markets through sustainable innovation.

Each risk and opportunity is assessed across short-, medium- and long-term horizons, with financial impacts modelled using a traffic-light system. Strategic responses include ISO-certified health and safety systems, EV-first fleet policies and proactive customer engagement on decarbonisation.

Mitie's scenario analysis, developed with our insurance broker and risk advisor, Marsh, quantifies the financial implications of climate risks and supports business resilience planning. We continue to invest in mitigation strategies, including verified carbon credits and energy-efficient infrastructure, to meet our Net Zero targets and maintain investor confidence.

For a detailed overview of our Sustainability Statement, including specific metrics, governance structures and scenario analyses, please refer to the Annual Report and Accounts 2025.

### Our Climate Transition Plan

Mitie's Climate Transition Plan, detailed in our 2024 ESG Report (pages 70–71), outlines our strategic roadmap to achieving Net Zero and building long-term climate resilience. The plan is built on our award-winning Plan Zero initiative and aligns with the goals of the Paris Agreement, targeting Net Zero Scope 1 and 2 emissions by 2025 and Scope 3 by 2035. It sets out short-, medium- and long-term actions across our operations, supply chain and customer services.

Our approach integrates climate risk into business planning, supported by robust governance and accountability mechanisms. Key actions include transitioning our fleet to EVs, decarbonising our estate, sourcing 100% renewable electricity and engaging suppliers to align with our science-based targets. We also prioritise verified carbon credits for hard-to-abate emissions and continue to invest in biodiversity and circular economy solutions.

The plan is embedded within our Enterprise Risk Management framework and is reviewed regularly to ensure continuous improvement. It also supports our customers' Net Zero journeys through our Plan Zero – Decarbonisation, Delivered™ services.

For full details of our Climate Transition Plan, including governance, metrics and scenario analysis, please refer to the 2024 ESG Report.



# Risk and resilience

## Risk management approach

Climate-related impacts, risks and opportunities (IROs) are managed through our Enterprise Risk Management framework. Climate change is a principal risk, reviewed quarterly and comprehensively assessed annually.

Our climate change risk assessment, documented on the Group's Risk Safe platform, supports this principal risk with numerous climate-related IROs. At 31 March 2025, 14 climate-related IROs were identified. Details on those with a potential 'material' impact are presented on page 61 of the Annual Report and Accounts 2025. Additionally, account-level climate-related risk information is gathered and managed with customers through account-level risk registers, all accessible on Risk Safe.

All risk data is assessed for impact and likelihood, with the residual score determining one of four risk ratings, from manageable to severe. Mitie's risk management structure ensures a consistent method for effectively managing risks across the Group.

Each climate-related risk and opportunity has a designated owner responsible for implementing appropriate management strategies, with guidance from the risk and sustainability teams.

## Scenario analysis: Improving our understanding of our climate-related risk profile

Mitie acknowledges the substantial risk posed by failing to address climate-related challenges. In FY25, we broadened our scenario analysis to underscore the increasing threat from extreme weather events. As a people business delivering services through our colleagues, extreme weather such as flooding and storms can disrupt our ability to deliver these services if our people cannot get to work. Our business strategy relies heavily on the availability of our colleagues, supply chain and partners, all of which can be significantly impacted by unusual weather events. Therefore, it is crucial to closely monitor their impact to maintain business resilience.

In FY23, we engaged our insurance broker and risk advisor, Marsh, to analyse physical climate risks, examining two scenarios: RCP 2.6 (best-case) and RCP 8.5 (worst-case). The assessment covered 500 sites to identify high-risk assets. Results showed 87% of assets to be at medium or lower risk, with flood exposure being the primary concern. Further analysis of 95 high-value sites highlighted sea-level rise and flooding as significant risks.

We also expanded our scenario analysis to include a broader range of risks. Collaborating with our procurement and supply chain team, we assessed the impact of climate change on essential materials, such as paper. This 2025 ESG Report outlines projects with supply chain partners to manage these risks, ensuring a consistent risk management approach.

Mitie is committed to delivering Plan Zero, as detailed in our Climate Transition Plan.

However, we acknowledge that external variables could impact the achievement of the Paris aspiration (alignment as close to 1.5°C as possible). As a result, Mitie continues to proactively monitor its risks and opportunities to adapt to the changing external environment and minimise potential damage to the business.

To assess the potential impact that climate-related risks and opportunities pose to our strategy and aid financial planning, we enhanced our climate-related financial modelling framework in FY25. Our financial assessment builds on our base five-year cash flow forecast model, aligned with our strategic, budgeting and business planning cycles, and relevant to the duration of our existing contracts.

The climate modelling framework covers three time horizons:

- Short (1–3 years)
- Medium (3–10 years)
- Long (10–15 years)

This approach ensures alignment with our Enterprise Risk Management strategy. Details of the completed financial assessments have been incorporated into the TCFD and underpinned by assumptions. The key for the financial assessment is as follows:

- Low impact: minimal material impact on EBIT (<5%)
- Medium impact: significant material impact on EBIT (5–10%)
- High impact: critical material impact on EBIT (>10%)



## Risk Safe wins Risk Management App of the Year at the CIR Awards

Risk Safe is an automated web-based platform that simplifies risk management across all Mitie business sectors. Replacing lengthy, manual methods, Risk Safe enables our colleagues to seamlessly identify, maintain and control risks while providing invaluable oversight of organisation-wide risks to key stakeholders. Risk Safe is also available to other companies looking to enhance their risk management processes.

“Since its rollout across Mitie Group in March 2022, Risk Safe has transformed how we manage risk. It's become a core part of our risk framework, helping us tackle complex challenges and drive continuous improvement. This award reflects our commitment to innovation and excellence.”

**Emma Coomber**  
Director of Enterprise Risk Management

**Risk and resilience** continued**Largest employer to earn Fair Tax Mark**

Mitie has become the largest employer to ever receive Fair Tax Mark certification, covering all our operations across the UK and internationally. This milestone reflects our unwavering commitment to responsible tax conduct and transparency.

The Fair Tax Mark, awarded by the Fair Tax Foundation, a not-for-profit social enterprise launched in 2014, recognises organisations that uphold the highest standards in tax transparency and integrity. By joining this growing community of accredited businesses, including listed companies, co-operatives, social enterprises and large private firms, we're reinforcing our belief that doing the right thing builds trust with our colleagues, customers and communities.

To achieve this certification, we underwent a rigorous independent assessment of our tax policies, practices and reporting. The results confirmed our strong governance and responsible approach to tax across the group.



"We are thrilled to welcome Mitie to our community of responsible businesses that have achieved Fair Tax Mark certification. As the largest employer to receive this prestigious accreditation, Mitie is setting a powerful example of how responsible tax practices can align with commercial success. Their commitment to responsible tax conduct highlights the vital role businesses play in fostering trust and fairness within society."

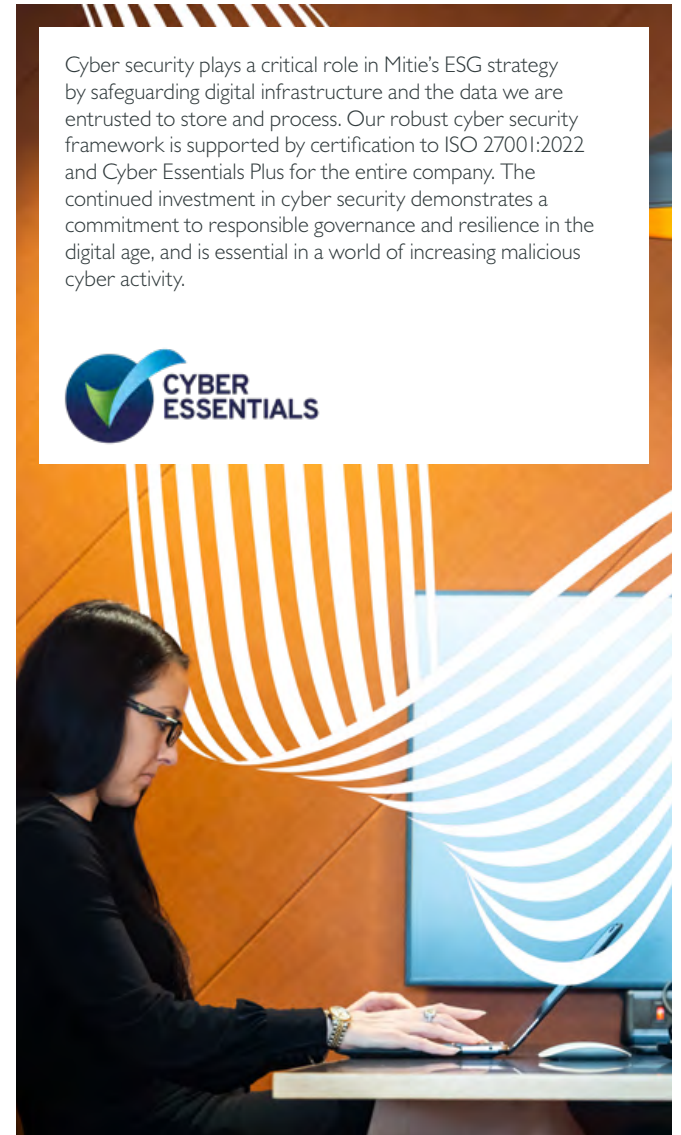
**Jaime Boswell**

Head of Accreditation, Fair Tax Foundation

"Achieving the Fair Tax Mark is a proud milestone for Mitie and reflects our unwavering commitment to transparency and responsible business practices. We believe that transparency and integrity are fundamental to building trust with our colleagues, customers and communities. As one of the UK's largest employers, we are proud to lead by example and demonstrate that responsible tax conduct is not only good governance, but also good business."

**Simon Kirkpatrick**

CFO, Mitie



Cyber security plays a critical role in Mitie's ESG strategy by safeguarding digital infrastructure and the data we are entrusted to store and process. Our robust cyber security framework is supported by certification to ISO 27001:2022 and Cyber Essentials Plus for the entire company. The continued investment in cyber security demonstrates a commitment to responsible governance and resilience in the digital age, and is essential in a world of increasing malicious cyber activity.

# Data

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# Environmental targets

## Science-based targets and progress

Near-term Target	Progress
Reduce absolute Scope 1 and 2 GHG emissions by 29.4% by FY27, from a FY22 base year.	We reported 12,775 tonnes in FY25 (38% reduction – market-based inc. purchased verified emissions reduction carbon credits (VER)).
Continue to annually source 100% renewable electricity through to FY27.	Mitie sources 100% renewable electricity for sites where we control the energy procurement. As we transition our fleet to EVs, the consumption of electricity is increasing, and our Scope 2 EV charging consumption has been mitigated using REGO certificates in FY25 (100% of target achieved).
Reduce absolute Scope 3 GHG emissions from fuel and energy-related activities, waste generated in operations, business travel and colleague employee commuting by 25.2% by FY27, from a FY22 base year.	We reported 47,845 tonnes in FY25 (26% reduction).
60% of our suppliers (by spend), covering purchased goods and services, upstream transportation and distribution, will have committed to a science-based target methodology by FY27.	We reported 17% suppliers in FY25 (2% increase).

Long-term Target	Progress
Reduce absolute Scope 1, 2 and 3 GHG emissions by 90% by FY46, from a FY22 base year.	We reported 267,130 tonnes in FY25 (24% reduction).

Net Zero Target	Progress
Net Zero GHG emissions across the value chain by FY46, from a FY22 base year.	We reported 267,130 tonnes in FY25 (24% reduction).

To achieve these targets, we continue to implement our Plan Zero initiative and embed sustainability throughout Mitie and our services and processes. We are prioritising direct emissions reductions to achieve true decarbonisation.

With our decarbonisation expertise and in-house experience, Mitie has committed to more ambitious targets, through our Plan Zero Initiative, than those validated by the SBTi. These targets are Net Zero operational emissions by 2025 and Net Zero non-operational emissions by 2035.

# GHG reporting methodology statement for FY25

## Reporting period

Emissions are reported against the accounting year covering the period 1 April 2024 to 31 March 2025.

## Reporting boundary

Financial control authority – Mitie reports any emissions from its operations for which it can directly influence financial and operational policies to gain economic benefit.

## Greenhouse gases

All GHG emissions are reported in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) to account for all six of the Kyoto Protocol GHGs.

## Emissions factors

Mitie has applied the UK Government's GHG reporting conversion factors for 2024.

## Science-based target validation

Mitie has validated near-term, long-term and Net Zero science-based targets.

## Baseline year

A new baseline was introduced for FY22 in line with our Energy Review Methodology procedure.

## Intensity ratio

Mitie uses tCO<sub>2</sub>e/£m revenue as its intensity ratio to compare its emissions over time as it normalises for changes in the scale of Mitie's business activities.

## Exclusions

Mitie does not report fugitive emissions (refrigerant leakage) from refrigeration and air-conditioning systems in leased properties or fleet. This is due to the difficulty in obtaining centralised data on refrigerant top-ups and owing to many of our buildings being out of scope as landlords manage the HVAC systems. Given the size and types of emission sources listed by Mitie, fugitive emissions are expected to be a very small proportion of total emissions and are therefore considered immaterial.

## Verified emissions reduction carbon credits (VER)

For FY25, we purchased 4,066 VER carbon credits to offset our Scope 1 emissions which were retired against FY25 carbon emissions.

1800 Tonnes: 4221 - Vichada Climate Reforestation Project (PAZ) - GOLD STANDARD

1000 Tonnes: 1805 - Solar Energy Project(s) by SB Energy Private Limited - VERRA

1000 Tonnes: 11200 - CPA 055 - Charcoal Stoves in Kenya - GOLD STANDARD

266 Tonnes: 2512 - Afforestation of Degraded Grasslands in Vichada, Colombia - VERRA

## Renewable energy

Mitie procures 100% renewable energy for the buildings we control as part of our RE100 commitment. We also procure RE100 compliant Renewable Energy Guarantees of Origin (REGOs) for all our EV charging requirements and will report all Scope 2 emissions as zero under market-based conditions.

## FY25 – Carbon emissions breakdown

	Annual total (tCO <sub>2</sub> e)	%
Electricity	1,315	0.5
Gas	506	0.2
Water	5	–
Transport/Travel	25,900	9.4
Waste	2	–
Commuting/Working from home	45,271	16.5
Supply chain	201,486	73.4
<b>Total<sup>1</sup></b>	<b>274,485</b>	<b>100</b>
Mitie Scope 1 and 2 (UK and overseas)	20,130	
Mitie Scope 3 (UK and overseas)	254,355	
<b>Total<sup>1</sup></b>	<b>274,485</b>	

1. Values exclude 4,066 purchased verified emissions reduction carbon credits.

## Science-based targets

In addition to Mitie's own ambitious internal targets, we have validated science-based targets, using the Science Based Targets initiative (SBTi) calculation methodology (version 5). Our near-term, long-term and Net Zero targets align with the goals of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels (Mitie Group plc – Certificate No. MITI-UNI-001-OFF).

Mitie carbon targets (tCO <sub>2</sub> e)	FY22 baseline	FY23	FY24	FY25	FY26
Scope 1 and 2	20,596	20,300	16,900	12,775	8,400
Scope 3	332,035	315,433	296,507	275,752	253,692
<b>Total</b>	<b>352,631</b>	<b>335,733</b>	<b>313,407</b>	<b>288,527</b>	<b>262,092</b>

Note: Carbon credits have been included from FY24 onwards.

Science-based carbon targets (tCO <sub>2</sub> e)	FY22 baseline	FY23	FY24	FY25	FY26
SBTi Scope 1 and 2	20,596	19,558	18,520	17,482	16,444
SBTi Scope 3	332,035	317,085	302,135	287,185	272,235
<b>SBTi total</b>	<b>352,631</b>	<b>336,643</b>	<b>320,655</b>	<b>304,667</b>	<b>288,679</b>

Note: Carbon credits have been included from FY24 onwards.

## GHG reporting methodology statement for FY25 continued

### Scope of emissions

#### Scope 1 – Direct emissions

##### On-site fuel combustion

- Gas directly purchased for heating or generation across leased property managed by Mitie

##### Company vehicles

- Fuel purchased for fleet vehicles

##### Fugitive emissions

- Refrigerant leaks from air-conditioning (RAC) equipment in leased assets and fleet vehicles<sup>1</sup>

#### Scope 2 – Indirect emissions

##### Purchased electricity

- Electricity directly purchased across leased property and EVs managed by Mitie

#### Scope 3 – Other indirect emissions

##### Purchased goods and services

- Purchased goods and services from supply chain

##### Fuel and energy-related activities

- Electricity transmission and distribution (T&D) losses
- Upstream emissions associated with the extraction of purchased fuels and gas
- Gas and electricity recharges across leased property managed by the landlord

##### Upstream transportation and distribution

- Transportation of goods

##### Waste

- Waste generation across leased property

##### Water

- Water usage across leased property

##### Business travel

- Expensed air, road and rail travel (including hotel stays)

##### Colleague commuting

- Commuting (all forms of transport)
- Working from home

##### Process

Mitie follows the reporting approach set out in the UK Government's Environmental Reporting Guidance (2019 version) to ensure that reporting standards are robust and transparent.

For most of its major emissions sources, Mitie uses primary data from automatic meter readings, utility bills, service charge data and expensed claims.

Emissions data is collated centrally by Mitie Energy on a quarterly basis and then restated at the end of the year to reflect any changes or to replace any estimated data with actual data (where available). Emissions figures are verified by the ESG team, who have overall responsibility for ensuring the calculations and methodology are correct.

Mitie obtained independent verification and reasonable assurance (Scopes 1 and 2) and limited assurance (Scope 3) on the accuracy of selected information included in Mitie's FY25 GHG emissions and water consumption datasets, in accordance with ISO 14064 Part 1 2018.

1. Fugitive emissions are not reported as outlined in the exclusions statement.

### Data sources

#### Scope 1 and 2

##### Gas and electricity consumption

Information is populated from automatic meter readings (AMRs), invoiced data, service charge data and estimates. AMR data has priority, followed by supplier or service charge data. If none of this is available, then an estimate will be generated based on all data for other sites. This is used to calculate an average kWh/m<sup>2</sup> for the Mitie estate, and the estimate is this average multiplied by the floor area for the site in question. For sites where, in addition to a direct supply, there is also a service charge for energy use within the communal areas, the figures are added together.

For sites where invoiced data is only available for a partial period, the data has been apportioned based on the average kWh/day for each site, based on the billing data that is held. Unless advised otherwise by property, sites are assumed to have all supplies in place. This information is taken from the Mitie Property Master Site List, which is updated in real time. Data is obtained from the data collector for HH/AMR data, the SRI80 export from Optima for invoiced data and directly from the landlords for service charge data.

Where leased building utility data is unavailable, estimations are made using an anticipated energy use per square metre. This is calculated using a combination of half-hourly meter readings and actual billing data received across the estate. For sites where invoice data is only available for a partial period, the available data is apportioned using an average kWh/day figure based on known utility data from other sites.

##### Company vehicles

Data is provided by Mitie's fuel card provider, and users then submit their monthly business and personal mileage via our Fleet Data Platform.

As personal mileage must not be included within the report, we have undertaken a check of the data, comparing total business miles and total personal miles, and agreeing that the percentage split is 77% of consumption for business purposes. Within the raw data sets is the 100% figure, and this split is then calculated within the Consumption and Environmental tabs. This ensures that the raw data within the report matches the files received from the Fleet team.

#### Scope 3

##### Purchased goods and services

Supplier spend data is based on paid invoices for FY24 and the primary Coupa (digital supplier portal) categories were used to determine the supplier's principal activity. Suppliers representing 60% of overall category spend falling into Scope 3 were identified and a hybrid approach using analysis of publicly available data (revenue and carbon) in conjunction with the EEIO spend-based model was used to calculate emissions through applying Mitie's spend with each supplier as a percentage of its turnover. Publicly reported data was collected and sourced from Companies House (a UK Government website) and/or the supplier's own website. The Scope 3 emissions figures for this 60% of category spend are extrapolated to 100% to provide the final reported figure.

##### Upstream transportation and distribution

Emissions calculated for the delivery and transportation of goods to Mitie-run facilities, including our own estate and customer contract premises.

##### Fuel and energy-related activities

Scope 1 and 2 data is used and Defra emissions factors for Scope 3 are then applied. Landlord recharge data is calculated from service charge bills or estimated from an anticipated energy use per square metre. This is calculated using actual billing data received.

## GHG reporting methodology statement for FY25 continued

### Data sources continued

<b>Waste</b>	<p>Waste data is collated by our waste management provider.</p> <p>This data is obtained from a detailed set of scenarios to ensure that we capture not only the material that Mitie Waste and Environment (MWE) collects but also more detailed information on landlord sites. The data we have is therefore split into four scenarios:</p> <ol style="list-style-type: none"> <li>1. Sites where MWE provides all the services (general waste, dry mixed recycling, confidential paper and food) and we therefore have a complete picture of the waste types/volumes and headcount. This data is used as the basis for the other scenarios as it shows all waste streams, and we can then apportion the waste stream by type by headcount. This can then be used for landlord sites.</li> <li>2. Sites where MWE provides some of the services and some are provided by the landlord. For example, we provide confidential paper, but the landlord provides general waste, dry mixed recycling and food. For these sites we use the actual data from the services we provide and then we do an apportionment for the services we do not cover based upon the kg/person we have for the sites in scenario 1.</li> <li>3. Sites where all the services are provided by the landlord, but we know which waste streams they collect. The data for these sites is based upon the headcount for those buildings and the data from scenario 1 so we make an apportionment based upon this (similar to scenario 2).</li> <li>4. Sites where all the services are provided by the landlord, but we do not know which waste streams they collect. For this set of sites, we use a general waste figure only and report this as landfill. There has been communication with all landlords for new sites to ascertain what services are provided and if the waste is landfill or energy from waste. After this has been provided, we will then be able to move these sites into scenario 3.</li> </ol>
<b>Water</b>	<p>Utility bills are verified through our internal bureau service within Mitie Energy. Any billing data is cross-referenced against meter-read data where available. Service charge bills are used for buildings where the landlord recharges utilities.</p>
<b>Business travel</b>	<p>Business travel (air, rail and hotel stays) is provided by our corporate travel provider in a report from its dashboard.</p>
<b>Colleague commuting</b>	<p>A commuting survey is undertaken annually to establish commuting patterns and incorporates working from home emissions.</p>

### Estimations

Where leased building utility data is unavailable, estimations are made using an anticipated energy use per square metre. This is calculated using a combination of half-hourly meter readings and actual billing data received across the estate. For sites where invoice data is only available for a partial period, the available data is apportioned using an average kWh/day figure based on known utility data from other sites. Waste data is estimated using an average waste per desk figure based on actual data we receive.

### FY25 position

At Mitie, we see the climate emergency as a business-critical issue that needs to be addressed within our operations.

Five years ago, we launched the first phase of our industry-leading Plan Zero commitment to set a clear pathway on how we will decarbonise our business and reach Net Zero carbon emissions by the end of 2025 (Scope 1 and 2).

This focuses on three key areas:

- Eliminate carbon emissions from power and transport
- Eradicate non-sustainable waste
- Enhance inefficient buildings to meet the highest environmental standards

## GHG reporting methodology statement for FY25 continued

### Absolute emissions

	Emissions	FY24	FY25	Change	Change %
UK only	<b>Total Scope 1 (tCO<sub>2</sub>e)</b>	<b>18,265</b>	<b>14,886</b>	<b>(3,379)</b>	<b>(18)</b>
	Emissions from fuel combustion across our fleet	18,229	14,560	(3,669)	(20)
	Emissions from gas combustion in our occupied buildings	36	326	290	806
Overseas	<b>Total Scope 1 (tCO<sub>2</sub>e)</b>	<b>873</b>	<b>1,955</b>	<b>1,082</b>	<b>124</b>
	Emissions from fuel combustion across our fleet	873	1,955	1,082	124
	Emissions from gas combustion in our occupied buildings	–	–	–	–
UK and overseas	<b>Total Scope 1 (tCO<sub>2</sub>e)</b>	<b>19,138</b>	<b>16,841</b>	<b>(2,297)</b>	<b>(12)</b>
UK only	<b>Total Scope 2 (tCO<sub>2</sub>e)</b>	<b>2,228</b>	<b>3,285</b>	<b>1,057</b>	<b>47</b>
	Emissions from the purchase of electricity across occupied buildings	430	821	391	91
	Emissions from electricity consumption across our EV fleet	1,798	2,464	666	37
Overseas	<b>Total Scope 2 (tCO<sub>2</sub>e)</b>	<b>5</b>	<b>4</b>	<b>(1)</b>	<b>(20)</b>
	Emissions from the purchase of electricity across occupied buildings	5	2	(3)	(60)
	Emissions from electricity consumption across our EV fleet	–	2	2	–
UK and overseas	<b>Total Scope 2 (tCO<sub>2</sub>e)</b>	<b>2,233</b>	<b>3,289</b>	<b>1,056</b>	<b>47</b>
UK only	<b>Total Scope 3 (tCO<sub>2</sub>e)</b>	<b>268,668</b>	<b>254,301</b>	<b>(14,367)</b>	<b>(5)</b>
	Mitie-generated Scope 3	53,315	52,815	(500)	(1)
	Supply chain emissions	215,353	201,486	(13,867)	(6)
Overseas	<b>Total Scope 3 (tCO<sub>2</sub>e)</b>	<b>4,668</b>	<b>54</b>	<b>(4,614)</b>	<b>(99)</b>
	Mitie-generated Scope 3	4,668	54	(4,614)	(99)
UK and overseas	<b>Total Scope 3 (tCO<sub>2</sub>e)</b>	<b>273,336</b>	<b>254,355</b>	<b>(18,981)</b>	<b>(7)</b>
UK only	<b>Total Scope 1 and 2 (location-based)</b>	<b>20,493</b>	<b>18,171</b>	<b>(2,322)</b>	<b>(11)</b>
	<b>Total Scope 1 and 2 (market-based)</b>	<b>20,063</b>	<b>14,886</b>	<b>(5,177)</b>	<b>(26)</b>
Overseas	<b>Total Scope 1 and 2 (location-based)</b>	<b>878</b>	<b>1,959</b>	<b>1,081</b>	<b>123</b>
	<b>Total Scope 1 and 2 (market-based)</b>	<b>878</b>	<b>1,955</b>	<b>1,077</b>	<b>123</b>
UK and overseas	<b>Total Scope 1 and 2 (location-based)</b>	<b>21,371</b>	<b>20,130</b>	<b>(1,241)</b>	<b>(6)</b>
	<b>Total Scope 1 and 2 (market-based)</b>	<b>20,941</b>	<b>16,841</b>	<b>(4,100)</b>	<b>(20)</b>
	<b>Purchased verified emissions reduction carbon credits (VER)</b>	<b>(4,500)</b>	<b>(4,066)</b>	<b>434</b>	<b>(10)</b>
	<b>Total Scope 1 and 2 (location-based) inc. VER</b>	<b>16,871</b>	<b>16,064</b>	<b>(807)</b>	<b>(5)</b>
	<b>Total Scope 1 and 2 (market-based) inc. VER</b>	<b>16,441</b>	<b>12,775</b>	<b>(3,666)</b>	<b>(22)</b>
UK and overseas	<b>Total Scope 1, 2 and 3 (tCO<sub>2</sub>e)</b>	<b>294,707</b>	<b>274,485</b>	<b>(20,222)</b>	<b>(7)</b>
	Carbon credits against Scope 1 and 2	(4,500)	(4,066)	(434)	(10)
UK and overseas	<b>Total Scope 1, 2 and 3 (tCO<sub>2</sub>e) (inc. verified emissions reduction carbon credits – location)</b>	<b>290,207</b>	<b>270,419</b>	<b>(19,788)</b>	<b>(7)</b>
UK and overseas	<b>Total Scope 1, 2 and 3 (tCO<sub>2</sub>e) (inc. verified emissions reduction carbon credits – market)</b>	<b>289,777</b>	<b>267,130</b>	<b>(22,647)</b>	<b>(8)</b>
	<b>Intensity – emissions ratio</b>				
UK only	tCO <sub>2</sub> e/£m revenue (Scope 1 and 2)	4.55	3.75	(0.8)	(18)
UK and overseas	tCO <sub>2</sub> e/£m revenue (Scope 1 and 2)	4.75	3.96	(0.8)	(17)
UK and overseas (including VER)	tCO <sub>2</sub> e/£m revenue (Scope 1 and 2)	3.75	3.16	(0.6)	(16)

**Scope 1 and 2 emissions:** Our target is to achieve Net Zero emissions by the end of 2025 by transitioning our fleet to full battery EVs to reduce and eliminate our Scope 1 emissions from fossil fuels. We have made significant progress, with 6,255 EVs in the fleet, reducing emissions by 22% to 12,775 tCO<sub>2</sub>e in FY25 under market-based conditions and inclusive of carbon credits (FY24: 16,441 tCO<sub>2</sub>e).

**Scope 3 emissions:** These are the indirect emissions that occur in the value chain, including both upstream and downstream activities. We have set a target to achieve Net Zero Scope 3 emissions by 2035. We have reduced these emissions by 7% to 254,355 tCO<sub>2</sub>e in FY25 (FY24: 273,336 tCO<sub>2</sub>e) and have seen a reduction in emissions due to more accurate and transparent analysis from publicly available data.

In line with our expectations, we continue to see a steady increase in electricity consumption for our EVs as we transition further to an all-electric fleet. Mitie has increased the EVs in service since last year by 1,190 and this initiative will continue to eliminate our Scope 1 emissions from diesel.

## GHG reporting methodology statement for FY25 continued

Resource	Details	Scope	Units	FY22 New baseline year	FY23 Annual total	FY24 Annual total	FY25 Annual total	% Change vs. baseline	% Change vs. previous year
Gas	MITIE supplies	Scope 1	tCO <sub>2</sub> e	42.95	47.61	35.95	<b>326.33</b>	660	808
Transport fuel	Fleet (liquid fuel)	Scope 1	tCO <sub>2</sub> e	19,371.28	20,482.13	19,102.02	<b>16,515.13</b>	(15)	(14)
Electricity	MITIE supplies – generation	Scope 2	tCO <sub>2</sub> e	307.09	530.07	528.18	<b>918.88</b>	199	74
Transport fuel	Electricity (EV)	Scope 2	tCO <sub>2</sub> e	875.32	1,456.87	1,797.59	<b>1,969.37</b>	125	10
Transport fuel	Electricity (EV) vans	Scope 2	tCO <sub>2</sub> e	–	–	–	<b>495.72</b>	n/a	n/a
EV charging	Electricity (EV)	Scope 2	tCO <sub>2</sub> e	–	(77.74)	(92.93)	<b>(95.99)</b>	n/a	3
Carbon offsets				–	–	(4,500)	<b>(4,066)</b>	n/a	(10)
Gas	MITIE supplies – upstream	Scope 3	tCO <sub>2</sub> e	48.74	51.90	6.01	<b>53.94</b>	11	798
Gas	Landlord supplies	Scope 3	tCO <sub>2</sub> e	243.73	259.98	114.43	<b>125.65</b>	(48)	10
Electricity	MITIE supplies – T&D losses	Scope 3	tCO <sub>2</sub> e	84.61	94.35	45.26	<b>81.06</b>	(4)	79
Electricity	Landlord supplies – all	Scope 3	tCO <sub>2</sub> e	649.01	520.28	561.63	<b>410.76</b>	(37)	(27)
Water	All	Scope 3	tCO <sub>2</sub> e	0.65	2.44	4.94	<b>4.92</b>	657	0
Landfill waste	–	Scope 3	tCO <sub>2</sub> e	8.82	1.03	–	<b>–</b>	(100)	0
EFW/Recycled/AD waste	–	Scope 3	tCO <sub>2</sub> e	7.44	5.41	7.35	<b>2.20</b>	(70)	(70)
Transport fuel	Fleet – upstream	Scope 3	tCO <sub>2</sub> e	4,871.63	4,751.92	6,466.14	<b>3,442.45</b>	(29)	(47)
Transport fuel	Electricity (EV) – upstream	Scope 3	tCO <sub>2</sub> e	29.56	50.88	155.67	<b>473.49</b>	1502	204
Business travel	Rail	Scope 3	tCO <sub>2</sub> e	166.53	241.12	430.30	<b>324.43</b>	95	(25)
Business travel	Air	Scope 3	tCO <sub>2</sub> e	279.69	885.87	3,895.88	<b>1,753.39</b>	527	(55)
Business travel	Hotel stay	Scope 3	tCO <sub>2</sub> e	832.25	733.70	746.86	<b>925.97</b>	11	24
Commuting	Commuting survey	Scope 3	tCO <sub>2</sub> e	310.21	45,540.84	44,214.51	<b>44,221.91</b>	14155	0
Working from home	Working from home	Scope 3	tCO <sub>2</sub> e	403.44	957.01	1,333.96	<b>1,048.92</b>	160	(21)
Supply chain	Purchased goods & services	Scope 3	tCO <sub>2</sub> e	257,010.14	215,556.40	209,399.07	<b>195,470.93</b>	(24)	(7)
Supply chain	Upstream transport & distribution	Scope 3	tCO <sub>2</sub> e	9,060.36	30,461.30	5,954.06	<b>6,015.33</b>	(34)	1
Electricity total	All	All scopes	tCO <sub>2</sub> e	1,040.71	1,066.96	1,042.14	<b>1,314.71</b>	26	26
Gas total	All	All scopes	tCO <sub>2</sub> e	335.42	359.49	156.39	<b>505.92</b>	5	224
Water total	All	Scope 3	tCO <sub>2</sub> e	0.65	2.44	4.94	<b>4.92</b>	657	0
Transport total	All	All scopes	tCO <sub>2</sub> e	25,594.01	27,868.79	31,847.59	<b>24,973.98</b>	(2)	(22)
Waste total	All	Scope 3	tCO <sub>2</sub> e	16.26	6.44	7.35	<b>2.20</b>	(86)	(70)
Supply chain	All	Scope 3	tCO <sub>2</sub> e	266,070.50	246,017.70	215,353.13	<b>201,486.26</b>	(24)	(6)
Total by scope		Scope 1	tCO <sub>2</sub> e	19,414.23	20,529.74	19,137.97	<b>16,841.46</b>	(13)	(12)
Total by scope		Scope 2	tCO <sub>2</sub> e	1,182.41	1,909.20	2,232.84	<b>3,287.98</b>	178	47
Total by scope		Scope 3	tCO <sub>2</sub> e	274,006.83	300,114.45	273,336.06	<b>254,355.35</b>	(7)	(7)
Total		All scopes	tCO <sub>2</sub> e	294,603.47	322,553.39	294,706.87	<b>274,484.79</b>	(7)	(7)
Total	Inc. VER	All scopes	tCO <sub>2</sub> e	294,603.47	322,553.39	290,206.87	<b>270,418.79</b>	(8)	(7)
Total	Excluding upstream	Scope 3	tCO <sub>2</sub> e	259,911.92	264,704.09	260,708.93	<b>244,289.08</b>	(6)	(6)
Total excluding upstream		All scopes	tCO <sub>2</sub> e	280,508.56	287,143.03	282,079.73	<b>264,418.52</b>	(6)	(6)
Intensity	–	Scope 1&2	tCO <sub>2</sub> e/employee	0.31	0.39	0.37	<b>0.28</b>	(12)	(23)
Intensity	–	Scope 1&2	tCO <sub>2</sub> e/£m	5.28	5.54	4.75	<b>3.96</b>	(25)	(17)
Intensity	Water	–	m <sup>3</sup> /employee	0.07	0.29	0.48	<b>0.42</b>	(500)	(13)
Intensity	Water	–	tCO <sub>2</sub> e/employee	0.00	0.00	0.00	<b>0.00</b>	549	(23)
Intensity	Water	–	tCO <sub>2</sub> e/£m	0.00	0.00	0.00	<b>0.00</b>	475	(12)
Intensity	Created waste	–	tCO <sub>2</sub> e/employee	–	–	–	<b>–</b>	–	–



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