

Better Places; Thriving Communities

Introduction

Our 84,000 colleagues work across the UK to deliver high-impact, technology-enabled services that help transform the estates of a diverse range of public and private sector customers, improving experiences and outcomes for millions of people every day.

Sustainability and social value remain central to how we operate and to the way decisions are taken across the business. They form part of our resilient business model, guiding how we prioritise investment, manage risk and deliver services, while supporting the transition to a low-carbon economy and embedding resource efficiency across our activities.

We hold ourselves, and our supply chain, to high standards of integrity and responsible conduct through our Sustainability and Social Value Supplier Charter, policies and One Code, our code of conduct. These frameworks provide a clear basis for expectations and behaviour and are supported by management oversight and operational monitoring across the Group.

We seek to empower our people through employment, skills development and inclusive opportunities, and to contribute to economic and social progress in the local areas in which we operate. Our approach focuses on enabling consistent outcomes in practice, supported by leadership, capability and delivery across the organisation.

“At Mitie, sustainability and social value are central to how we create **Better Places; Thriving Communities**. Our approach combines climate leadership, responsible business practice and inclusive growth, ensuring we reduce our environmental impact, strengthen resilience and accelerate progress towards our Net Zero and social value commitments.

Through Plan Zero and Plan Thrive: Better Places; Thriving Communities, Mitie’s environmental and social sustainability programmes, we support our colleagues, customers and communities by advancing decarbonisation, enhancing resource efficiency, promoting social mobility and upholding the highest standards of ethics and governance. Enabled by technology, data and our Climate Transition Plan, we empower our customers to deliver their own sustainability ambitions while contributing to wider environmental and societal outcomes.

Together, we are building a more sustainable, inclusive and future-ready business that delivers lasting benefits for our planet, our people and the communities we serve”.

Jason Roberts
Group Director, Sustainability

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* European Sustainability Reporting Standards

Our social value framework

In FY25, we launched Mitie's new Company purpose, Plan Thrive: 'Better Places; Thriving Communities', uniting everyone at Mitie, from the Board to frontline colleagues, around a shared commitment to help shape the communities where we live and work. Since launch, our purpose has become embedded across Mitie, connecting our 84,000 colleagues, leaders and partners behind a shared ambition to improve the places where we live, work and serve.

'Better Places: Thriving Communities' also underpins a refreshed Environment, Social and Governance (ESG) strategy that delivers long-term value for people, communities and the planet. Building on our success with Plan Zero, which drives environmental resilience, we launched Plan Thrive in July 2025 to deepen our social impact across equity, wellbeing and community outcomes.

Our strategy encompasses four pillars, supported by pledges and commitments, and is aligned to the United Nations Sustainability Development Goals (UN SDGs):



Environment
Delivered through Plan Zero

Our pledges

Net Zero by 2025 for Scope 1 and 2

50% reduction in Scope 3 emissions by 2030




People & Community
Delivered through Plan Thrive

Our pledges

Uplift one million lives: through job creation, skills development, inclusive practices and wellbeing

Enable 1,000 places to prosper: delivering social value in the places we work to strengthen community engagement




Partnerships & Supply Chain

Our pledge

Champion partnerships and invest in our supply chain



Innovation & Governance
Measure and report transparently



Over the past year, we have advanced delivery against Plan Thrive and Plan Zero through expanded inclusive employment pathways, increased volunteering and community investment, and strengthened responsible sourcing via enhanced supplier ESG assessment and the adoption of more circular and resource-efficient approaches across our operations.

These activities represent inputs and delivery mechanisms. Progress is assessed through a combination of performance data, management review and governance oversight, to test whether intended outcomes are being realised in practice.

Plan Thrive and Plan Zero now operate in parallel, providing a shared strategic framework for environmental action and social impact. They are designed to support consistent decision-making and delivery across the business, rather than to function as stand-alone indicators of success. Together, they underpin our longer-term transition towards a more inclusive, resilient and sustainable business.

[+ Find out more about Mitie and our commitment to ESG in our 2026 ESG report.](#)

SUSTAINABILITY STATEMENT

continued



Environment

Mitie's environmental strategy is driven by our Plan Zero initiative, which aims to eliminate carbon emissions, reduce waste and enhance biodiversity. Our efforts include fleet electrification, renewable energy procurement and circular economy practices.

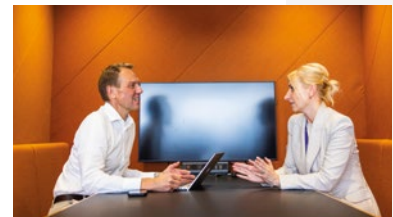


People

Our people strategy focuses on creating a Great Place to Work, investing in skills, promoting diversity and inclusion, and supporting wellbeing. Through initiatives like colleague development and inclusive hiring, we uplift lives and foster equitable opportunities.

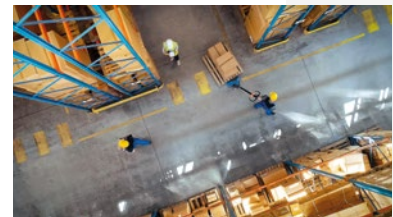
Community

Through Plan Thrive, Mitie commits to enabling 1,000 places to prosper and uplifting one million lives. Our community engagement includes volunteering, local partnerships and targeted social value delivery across contracts.



Partnerships & Responsible Supply Chain

Mitie's supply chain is trained in social value principles and engaged in creating positive impacts. We focus on ethical sourcing, supplier diversity and automation to enhance transparency and sustainability.



Innovation & Governance – cross-cutting SDG alignment

Innovation and governance are central to Mitie's ESG strategy, supporting climate action, equity, efficiency and ethical leadership. Governance ensures transparency, ethical conduct and ESG integration in decision-making. Senior oversight, strong risk management and inclusive stakeholder engagement underpin our approach, supported by robust environmental systems and public reporting.

Our industry-leading approach

We are leaders in sustainability, with Plan Zero providing the framework for service delivery rather than an end-state in itself. With Scope 1 and Scope 2 emissions reduction targets delivered to 2025, our strategy now focuses on progress toward Net Zero 2035, particularly Scope 3 emissions, where outcomes are dependent on supplier engagement, data maturity and operational change beyond Mitie's direct control.

During FY26, we strengthened carbon and energy data quality and expanded our electric vehicle (EV) transition, operating one of the UK's largest electric fleets. These improvements enhance decision-making and delivery capability, rather than being stand-alone indicators of impact.

For the third consecutive year, we achieved CDP Climate A List status, overall winner and Platinum status in the Sustainable Facilities Management Index, and improved our EcoVadis rating to 80—validating the strength of our disclosures, targets and governance, while recognising these are not substitutes for real-world progress.

The ESG Committee focuses on prioritisation, trade-off management and delivery oversight, using performance data as a management signal to take direct action and intervene where progress is uneven.

Our strategic ESG targets

In this report, we build on five years of social value commitments and performance. We also expand our framework with new long-term strategic targets for FY26-FY31 that reflect our performance to date, following significant growth, and set out bold ambitions for the future.

Our decarbonisation work has continued to accelerate as we transition more of our fleet to EVs. Following the Marlowe acquisition in August 2025, we added 1,900 fossil fuel vehicles to our UK fleet, and we are now re-baselining our environmental metrics to reflect this expanded operational footprint. Despite a significant increase in fleet size, we continue to make strong progress towards our long-term electrification and decarbonisation ambitions under Plan Zero.

We made further progress on inclusion in FY26, with 18% of racially diverse people in leadership, moving closer to our 20% target. Women in leadership of 32% fell short of our 40% target. We are focused on strengthening the pipeline of female talent within Mitie through targeted development programmes, the introduction of diversity targets for middle management roles and enhanced succession planning. Engagement scores for females are consistent with that of male colleagues.

Our new strategic targets

Our new strategic ESG targets for FY26-FY31 reflect our most material impacts, risks and opportunities. These Group-level commitments incorporate the Marlowe acquisition and have been extended to FY31 to enable full reporting against our interim 2030 50% carbon reduction target, the re-baselining and rationale for which are set out in EI-4. They are supported by a broader suite of operational targets and performance indicators, which are disclosed in full within our ESG report to maintain transparency while preserving strategic clarity.

	Target FY26	Actual FY26	Status in FY26	FY27	FY28	FY29	FY30	FY31
Environment								
Scope 1, 2 & 3 – Intensity tCO ₂ /£m revenue ¹	56.94	54.76	●	49.23	43.01	35.89	28.30	21.48
% recycling rate	65%	66%	●	70%	75%	80%	85%	85%
Total waste generated (tonnes)	400	395	●	370	340	310	280	250
Nature-positive habitats ²	8%	8%	●	14%	22%	26%	30%	33%
People								
% of women in leadership ³	40%	32%	●	40%	40%	40%	40%	40%
% of racially diverse colleagues in leadership ³	20%	18%	●	20%	20%	20%	20%	20%
Investment in apprentices ⁴	£5.5m	£7.5m	●	£5.7m	£6.0m	£6.3m	£6.5m	£6.7m
Community								
Volunteer paid hours	25,000	35,706	●	28,000	32,000	37,000	42,000	45,000
% supported hires from an underrepresented background ⁵	2.0%	1.3%	●	2.5%	3.0%	3.5%	4.0%	4.5%
Partnerships & Responsible Supply Chain								
Spend with VCSEs	£2.50m	£3.19m	●	£2.75m	£3.00m	£3.25m	£3.50m	£3.75m
% of spend with SMEs ⁶	45%	45%	●	45%	45%	45%	45%	45%
% of spend on Supplier Management Framework	60%	60%	●	70%	80%	90%	90%	90%

1. Mitie has adopted an emissions-intensity target calibrated to support delivery of the 2030 absolute reduction milestone while enabling consistent year-on-year performance assessment. Mitie's climate targets are expressed on a gross emissions basis.

2. Increase in nature-positive habitats across Mitie hub sites, measured as a percentage improvement against the FY26 baseline.

3. Targets apply to the senior leadership team, which includes the Executive Committee and Management Leadership Team, consistent with prior reporting definitions.

4. Investment in apprenticeships across Mitie's own workforce, including the use of apprenticeship levy funds and levy gifting to support supply-chain and community partners.

5. Percentage of eligible roles filled through recruitment and in-work support delivered via Mitie Foundation programmes and associated social value initiatives.

6. Commitment to maintain public sector spend with small and medium-sized enterprises (SMEs) at or above 33%, in line with government procurement expectations.

Environment targets – basis and definitions

All environmental targets and metrics are reported on a Group-wide basis, incorporating the Marlowe acquisition and aligned to Mitie's financial control boundary. Greenhouse gas (GHG) emissions are calculated in accordance with the GHG Protocol and reported as Scope 1, Scope 2 and material Scope 3 emissions. (Purchased goods and services; fuel and energy-related activities; upstream transportation and distribution; waste; water; business travel; employee commuting and working from home).

Mitie's primary climate mitigation target is expressed as Scope 1, 2 and 3 emissions intensity (tCO₂e per £m revenue), which normalises emissions performance for changes in business scale, activity levels and acquisitions. Absolute Scope 1, 2 and 3 emissions are disclosed annually in line with ESRS EI-6 and are used to evidence progress against the intensity pathway, but are not set as stand-alone strategic targets for FY26-FY31.

Scope-specific intensity metrics are monitored internally and disclosed in the ESG report as supporting operational measures. Targets are set for FY26-FY31 to enable full reporting against Mitie's interim 2030 ambition to reduce emissions by 50%. Emissions data is prepared using UK Government GHG conversion factors and subject to internal controls and external assurance.

ESRS 2 General Disclosures

Basis for preparation

BP-I: General basis for preparation of Mitie's sustainability statement

This sustainability statement has been prepared as part of Mitie Group plc's ('Mitie') Annual Report and Accounts and applies to the same reporting entity and consolidated group as Mitie Group plc's financial statements for the year ended 31 March 2026, unless otherwise stated. It provides an overview of how Mitie manages its most material environmental, social and governance (ESG) impacts, risks and opportunities, and of progress made against the Group's sustainability strategy and targets.

The sustainability statement has been prepared on a voluntary basis, aligned to the structure and principles of the European Sustainability Reporting Standards (ESRS). While Mitie is not currently required to report under the Corporate Sustainability Reporting Directive (CSRD), the Group has chosen to align to the ESRS architecture to enhance transparency, consistency and comparability of its sustainability disclosures and to support future regulatory readiness.

Mitie undertook a double materiality assessment (DMA), initially completed in FY24 and reviewed during FY26 to reflect organisational growth, the acquisition of Marlowe and evolving regulatory expectations. This assessment identified ESRS EI (Climate Change), ESRS SI (Own Workforce) and ESRS GI (Business Conduct) as Mitie's most material sustainability matters for the reporting period. Accordingly, disclosures within this sustainability statement focus on these topics. Other ESRS topical standards were assessed and determined not to be material for FY26 and have therefore not been disclosed.

In interpreting this sustainability statement, it is important to note that disclosures relating to policies, frameworks, targets or governance structures should be considered as indicators of intent, direction and management approach, rather than as stand-alone evidence of performance or outcomes. The effectiveness of sustainability actions is dependent on implementation, leadership, operational capability and sustained delivery over time, and should be read in that context.

Where relevant, sustainability-related risks and opportunities described in this sustainability statement are considered alongside Mitie's financial planning and risk management processes. Potential financial effects may manifest through operating costs (including energy, fleet and procurement), capital expenditure associated with transition actions, contract pricing and asset management decisions. Quantitative impacts are not separately disclosed where they cannot yet be reliably measured; however, such effects are considered within the Group's broader financial and risk management processes.

The sustainability statement has been prepared using data and assumptions that are consistent, where appropriate, with those used in the Group's financial statements and apply the same financial control boundary. GHGs and other environmental metrics are calculated in accordance with the GHG Protocol and relevant UK Government conversion factors.

For FY26, external assurance has been obtained over selected environmental metrics, including Scope 1 and Scope 2 greenhouse gas emissions (reasonable assurance) and Scope 3 greenhouse gas emissions (limited assurance). The GHG report has been prepared in accordance with ISO14064-1 and has been verified in accordance with ISO16064-3. The sustainability statement as a whole has not been subject to assurance. Mitie continues to strengthen its governance, internal controls and documentation over sustainability reporting in preparation for future statement-level assurance requirements.

EU Taxonomy disclosures under Article 8 of the EU Taxonomy Regulation (including Taxonomy-eligible or Taxonomy-aligned turnover, capital expenditure and operating expenditure) have not been included within this sustainability statement. These disclosures are not mandatory for Mitie at this stage and have therefore been treated as out of scope for FY26. Mitie will continue to monitor regulatory developments and reporting expectations in relation to the EU Taxonomy as part of its broader sustainability reporting roadmap.

Digital tagging in accordance with the ESRS XBRL taxonomy has not been applied for FY26, as it is not required for voluntary ESRS-aligned reporting. Mitie will implement digital tagging alongside future mandatory sustainability reporting requirements as applicable.

In developing this sustainability statement, Mitie has considered industry-based sustainability metrics commonly applied to the facilities management and support services sector. Where relevant, metrics aligned to Mitie's business model are incorporated within existing disclosures; other industry metrics were assessed and determined not to be decision-useful or proportionate for FY26.

Climate-related disclosure for TCFD

Compliance statement

Under the Financial Conduct Authority's Listing Rules, our reporting is compliant with the four Task Force on Climate-related Financial Disclosures (TCFD) recommendations and 11 recommended disclosures, as set out in Figure 4 of Section C of the TCFD report 'Recommendations of the Task Force on Climate-related Financial Disclosures'. Mitie has maintained alignment with the TCFD requirements during the transition to global baseline reporting. Where appropriate, our disclosures incorporate elements of the International Sustainability Standards Board (ISSB) IFRS S1 and S2, in line with the harmonisation permitted under the ESRS Omnibus revisions. All information presented within our sustainability statement has been assessed as material through our DMA and reflects the latest available data, governance processes and assurance boundaries.

Compliance summary

TCFD recommendation	Recommended disclosures	Compliance position			Page reference
		FY24	FY25	FY26	
Governance Disclose the organisation's governance around climate-related risks and opportunities.	A. Describe the Board's oversight of climate-related risks and opportunities.	●	●	●	58 to 60
	B. Describe management's role in assessing and managing climate-related risks and opportunities.	●	●	●	58 to 60
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.	A. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	●	●	●	65 to 66
	B. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	●	●	●	62 to 63
	C. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	●	●	●	64 to 66
Risk management Disclose how the organisation identifies, assesses and manages climate-related risks.	A. Describe the organisation's processes for identifying and assessing climate-related risks.	●	●	●	63
	B. Describe the organisation's processes for managing climate-related risks.	●	●	●	64
	C. Describe how the processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	●	●	●	64 to 66
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	A. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	●	●	●	67
	B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and related risks.	●	●	●	70 to 74
	C. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	●	●	●	68

- Disclosure consistent with the recommended disclosure.
- Disclosure consistent with the recommended disclosure, further improvement opportunities planned.
- Disclosure not consistent with the recommended disclosure.

Continual improvement – FY26 progress

In last year's report, we identified further opportunities to strengthen our climate-related disclosures and risk management. The table below outlines the actions undertaken during FY26 to support continual improvement.

Action required:	Update:
Deepen assessment of climate-related transitional risks	In FY26, we engaged with our insurance broker and risk advisor, Marsh, to undertake a transitional risk review, providing insight into how evolving regulation, carbon pricing and market dynamics could affect the Group's strategy, operations and supply chain. Outputs will inform enhanced scenario analysis and climate risk indicators for FY27.
Strengthen integration of climate risk within the Enterprise Risk Management (ERM) framework	Insights from the Marsh review were incorporated into the FY26 risk maturity assessment. This will guide the refinement of climate-related key risk indicators (KRIs) and mitigation actions within the FY27 ERM cycle.
Enhance climate-related reporting readiness ahead of CSRD/ISSB alignment	The transitional risk work has helped prioritise improvements to climate-related data quality, narrative transparency and forward-looking scenario coverage for FY27 disclosures.
Improve supplier-level emissions visibility to support Scope 3 maturity	Priority suppliers were engaged to strengthen data inputs for Scope 3 estimation and to encourage adoption of science-based targets, supporting development of a more accurate value chain emissions profile.

Our climate-related journey to date

Summary of Phase One of Mitie's Plan Zero initiative

Phase One of our Plan Zero initiative represents a major milestone in Mitie's decarbonisation journey, demonstrating tangible progress in delivering our ambition to operate at Net Zero for Scope 1 and 2 direct operational emissions by the end of 2025. Since launching the programme in 2020, we have focused on large-scale, real-world emission reductions, most notably the rapid transition of our extensive fleet to electric vehicles (EVs) and the removal of fossil fuel use across our estate.

At 31 March 2026, 76% of our fleet had transitioned to EVs, with 6,406 vehicles deployed, even as the fleet expanded significantly, from 4,700 in 2020 to more than 8,400 vehicles, due to strong organic growth and acquisitions. As such, we delivered over 2,400 more EVs than originally anticipated, in parallel with procuring 100% renewable electricity for our estate and EV charging, meeting our RE100 and EV100 commitments.

Collectively, these actions enabled Mitie to achieve an effective Net Zero position across Scope 1 and 2 on a market-based reported basis, underpinned by significant operational emissions reductions and supported by renewable electricity procurement and targeted carbon credits.

On a growth-adjusted basis, this reflects a substantial reduction in emissions relative to the scale of the business, demonstrating that decarbonisation has been delivered alongside, rather than instead of, operational growth.

While this position does not yet meet the stricter technical definition of Net Zero under the Science Based Targets initiative (SBTi), it represents a material milestone in Mitie's transition, with Phase One establishing a proven and scalable decarbonisation model. See page 64.

At the same time, this phase concludes with full recognition that our business has materially changed: the Marlowe acquisition and the significant scaling of our operational carbon footprint now require a comprehensive re-baselining of our emissions to maintain the integrity of our science-aligned targets. This recalibration ensures that as we enter the next phase, Plan Zero 2.0, we do so from a credible, fully updated baseline that reflects the organisation Mitie is today and provides a robust platform for deeper, long-term decarbonisation across Scopes 1, 2 and 3.

BP-2: Disclosures in relation to specific circumstances

Mitie is dedicated to delivering Plan Zero as outlined in our Climate Transition Plan. However, we recognise that external factors could affect our goal of aligning as closely as possible with the Paris Agreement's 1.5°C target. Therefore, we continuously monitor risks and opportunities to adapt to the changing environment and minimise potential business impacts.

We have identified and monitored risks and opportunities with a potential 'material' impact, meaning that they are of significant interest to investors and stakeholders. To assess the impact of climate-related risks and opportunities on our strategy and aid financial planning, we enhanced our climate-related financial modelling framework. This framework builds on our five-year cash flow forecast model, aligned with our strategic, budgeting and business planning cycles, and relevant to the duration of our existing contracts.

Time horizons

Time horizons and risk impact can be found in EI-SBM-3 on page 64.

Value chain estimation

The methodology for estimated metrics, including indirect sources, is detailed in the metric descriptions. Relevant information sources, such as conversion factors, are listed in the document. Assumptions, estimations or approximations are described in the metric disclosure information. Plans to enhance data accuracy and verifiability, such as through a carbon accounting system, are noted in the metric or general information on the topical standard.

Governance

GOV-1: The role of the administrative, management and supervisory bodies

Mitie has a formal governance structure in place to manage climate-related risks and opportunities. Overall responsibility resides with the Board, which sets strategic direction and priorities, approves targets and considers climate-related matters as part of broader decisions on capital allocation, risk appetite and business growth.

The Board and its Committees receive regular climate-related information, including progress against transition plans and targets. This information is used to inform challenge, decision-making and escalation where performance or risk exposure requires intervention, drawing on management expertise across sustainability, operations, finance and risk.

Climate-related information is generated through operational and risk management processes, including account-level risk registers, performance data and outputs from the Enterprise Risk Management framework. This information is reviewed by management through established governance forums, including the ESG Risk Group, Mitie Executive Team and relevant working groups, where risks and opportunities are assessed and actions are defined. Where required, matters are escalated to the ESG Committee, Audit & Risk Committee or Board for oversight and decision-making. Decisions and priorities are then communicated back into the business through operational planning, contract governance structures and delivery teams, with progress monitored through regular performance reporting and risk management processes.

The table on page 59 details committee roles and responsibilities, together with examples of climate-related matters considered and decisions taken during the year. A breakdown of the Board's gender diversity can be found on page 103.

Governance

GOV-2: Information provided to, and sustainability matters addressed by, the undertaking's administrative, management and supervisory bodies

Mitie governance body and Chair	Frequency	Climate-related roles and responsibilities	Actions taken in FY26	Focus areas FY27
Mitie Board Chair	<ul style="list-style-type: none"> • Bi-monthly (at least six meetings a year) • ESG is a standing agenda item. Information is disseminated to the Board via the ESG Committee, including climate-related updates 	<ul style="list-style-type: none"> • Sets the strategic direction and maintains oversight of climate-related risks and opportunities • Sets ESG targets, including climate-related targets • Monitors progress against climate-related goals and targets 	<ul style="list-style-type: none"> • Review, approve and monitor new ESG targets for FY26 to FY31 	<ul style="list-style-type: none"> • Advance delivery of Mitie's Scope 3 decarbonisation roadmap towards the 2035 Net Zero target
ESG Committee Non-Executive Director	<ul style="list-style-type: none"> • Bi-monthly (six meetings a year) to align with input into Board meetings • Climate-related matters are fed into the ESG Committee via several channels, including the Plan Zero Steering Group, which reports directly to the Committee 	<ul style="list-style-type: none"> • Drives the ESG agenda on behalf of the Group • Ensures that the Group conducts its business in a commercially sensitive way to achieve maximum positive impact on the communities and people with which it works and the environment which it works within • Formal reporting of climate-related risks and opportunities • Oversight of capital expenditure relating to ESG • Engages stakeholders to understand expectations and concerns regarding climate change and communicates the Group's efforts to address them 	<ul style="list-style-type: none"> • Embedding Mitie's DMA results into strategies across the business and developing new ESG targets for Board approval • Supporting the employment and social mobility of underrepresented groups • Launching Mitie's new comprehensive social value strategy, to be delivered across a wide range of customer accounts 	<ul style="list-style-type: none"> • Implement the revised ESG strategy incorporating the social value framework of Plan Zero and Plan Thrive • Monitor delivery and track progress on ESG targets, carbon emissions, fleet transition, diversity and workforce development • Strengthen reporting and governance of ESG disclosures, data assurance and controls, regulatory readiness and ethical, sustainable supply-chain practices
Mitie Executive Team Chief Executive Officer	<ul style="list-style-type: none"> • Weekly • Climate-related matters are discussed as required – depending on the subject matter, updates will be for information only or involve robust discussion 	<ul style="list-style-type: none"> • Implementation and delivery of ESG strategy and targets • Ongoing review of Plan Zero • Ongoing review of growth strategy to ensure continual alignment with decarbonisation agenda 	<ul style="list-style-type: none"> • Ongoing review of growth strategy and the market, with focus on decarbonisation opportunities 	<ul style="list-style-type: none"> • Leveraging decarbonisation and environmental opportunities to align with the targeted M&A strategy in this sector
Audit & Risk Committee Non-Executive Director	<ul style="list-style-type: none"> • Climate-related matters are discussed twice yearly as part of the principal risk and uncertainties process (annual and half-yearly review). Information is disseminated to the Audit & Risk Committee via the Group Risk Committee 	<ul style="list-style-type: none"> • Reviews Annual Report and Accounts (ARA), including TCFD, and advises Board on whether it is fair, balanced and understandable and provides the necessary information to shareholders to assess the Group's position and performance, business model and strategy • Monitors impact of climate change on the Group's strategy, operations and financial performance, and engages with management to address any material risks and opportunities 	<ul style="list-style-type: none"> • Ongoing evaluation of climate-related transition as part of internal controls framework 	<ul style="list-style-type: none"> • Strengthening of risk assurance against the climate change and social value principal risk and climate-related risks aligned with upcoming changes in regulatory standards such as CSRD

SUSTAINABILITY STATEMENT

continued

Mitie governance body and Chair	Frequency	Climate-related roles and responsibilities	Actions taken in FY26	Focus areas FY27
Group Risk Committee Chief Legal Officer	<ul style="list-style-type: none"> Quarterly Climate-related matters are fed into the Group Risk Committee via several channels, including the Group Head of ERM and Group Sustainability and Social Value Director 	<ul style="list-style-type: none"> Responsible for overseeing the Group's approach to risk management, including ongoing review of principal and emerging risks Ensures Group is adequately prepared to manage risks associated with climate change 	<ul style="list-style-type: none"> Ongoing development of key risk indicators for principal risks, including climate change and social impact Management of outputs from FY26 risk maturity assessment, including climate-related responses 	<ul style="list-style-type: none"> Enhance climate-risk governance by advancing scenario analysis, risk indicators and CSRD-aligned reporting controls
Nomination Committee Chair	<ul style="list-style-type: none"> Two planned meetings as standard 	<ul style="list-style-type: none"> To evaluate and make recommendations regarding the composition, diversity, experience, knowledge, skills and independence of the Board and its Committees 	<ul style="list-style-type: none"> Reviewed Board composition, succession planning and evaluation outcomes to ensure an appropriate balance of skills, experience and independence 	<ul style="list-style-type: none"> Continue strengthening Board composition and succession planning, with ongoing review of inclusion policy and non-executive commitments
Remuneration Committee Non-Executive Director	<ul style="list-style-type: none"> Three planned meetings as standard 	<ul style="list-style-type: none"> Agrees climate-related KPIs that apply to executive remuneration incentive plans 	<ul style="list-style-type: none"> Ongoing review of targets for FY26 awards 	<ul style="list-style-type: none"> Strengthen ESG-linked remuneration, refining KPIs to ensure alignment with the new FY26-FY31 ESG targets and CSRD-aligned disclosures
ESG Risk Group Group Director for Sustainability <i>Part of Group Risk Committee</i>	<ul style="list-style-type: none"> Quarterly Climate-related risks and opportunities are standing agenda items Corporate Sustainability Reporting Directive (CSRD) is incorporated into the responsibilities of this group 	<ul style="list-style-type: none"> Responsibility for preparing and responding to our climate-related disclosure Reviews and mitigates identified climate-related risks and realises climate-related opportunities Initial review and approval of climate change risk assessment document ahead of submission to ESG Committee Oversees and directs the ESG Working Groups 	<ul style="list-style-type: none"> Undertake continual improvement of CSRD disclosures Ongoing review of the Climate Transition Plan and incorporation of carbon reduction initiatives Ongoing review of regulatory requirements Further development of scenario analysis 	<ul style="list-style-type: none"> Formalising audit and evidence structures for new regulatory changes Integrating Marlowe into the Mitie ESG processes Establish greater climate-related risk assessments for our estate Further development of transitional scenario analysis
ESG Working Groups Senior Sustainability Manager <i>(Environment, labour and human rights, business ethics and sustainable procurement)</i>	<ul style="list-style-type: none"> Quarterly Reports into the Plan Zero Steering Group 	<ul style="list-style-type: none"> Delivers against Plan Zero, our Climate Transition Plan, the internal solutions and external opportunities for Mitie's customers 	<ul style="list-style-type: none"> Establish a supplier engagement platform to measure, report and influence supply chain behaviour Improve sustainable commuting engagement and reporting Development of biodiversity strategy 	<ul style="list-style-type: none"> Incorporate a continuous improvement plan into each pillar of the working group Highlight circular economy and biodiversity initiatives and understanding throughout the business

GOV-3: Integration of sustainability-related performance in incentive schemes

Following detailed engagement with shareholders, the 2024 Long Term Incentive Plan (LTIP) award, covering a performance period ending 31 March 2027, will be assessed against EPS, ROIC and revenue growth metrics. In addition, the Remuneration Committee will have reference to leverage and ESG underpins such that if either leverage and/or progress against the Company's ESG strategy is poor, there is specific discretion to allow the award to be reduced accordingly, including to nil.

Climate-related performance is considered as part of this ESG underpin; however, no separate or fixed percentage weighting is currently applied specifically to climate metrics within incentive outcomes.

ESG formed part of the performance scorecard for the 2023 LTIP cycle, which concluded on 31 March 2026. The specific performance conditions for the LTIP grant are set out in the Directors' Remuneration Report on page 133.

GOV-4: Statement on sustainability due diligence

Mitie operates a rigorous sustainability due-diligence framework designed to promote ethical conduct and responsible practices throughout both our business and our supply chain. This includes the identification, prevention, mitigation and remediation of environmental and social risks, including issues associated with modern slavery, human rights harms and environmental impacts.

Core elements of due diligence	Paragraphs in the sustainability statement
(a) Embedding due diligence in governance, strategy and business model	GOV-5 and SBM-1
(b) Engaging with affected stakeholders	SBM-2 and under EI-IRO-1, SI-2
(c) Identifying and assessing negative impacts on people and the environment	SBM-3 and IRO-1
(d) Taking action to address negative impacts on people and the environment	Environment: EI-3 Governance: GI-3
(e) Tracking the effectiveness of those efforts and communicating them	Environment: EI-4 to EI-6 Social: SI-6 to SI-17 Governance: GI-3

GOV-5: Risk management and internal controls over sustainability reporting

The Board, through the Audit & Risk Committee, provides oversight of Mitie's internal control environment, risk management processes and compliance systems. This includes challenge and assurance over the design and effectiveness of controls supporting sustainability-related reporting and decision-making.

Management is responsible for operating these controls, supported by the Internal Audit function, which encompasses Internal Audit, Internal Controls and Investigations teams. Externally validated testing of internal controls has strengthened insight into control effectiveness and surfaced areas requiring management action, particularly in relation to ESG-related data, systems and emerging regulatory requirements.

Mitie's control framework is based on the COSO model, covering financial, operational and compliance controls. The Integrated Management System (IMS) acts as a key mechanism for ensuring policies and procedures are consistently followed.

In line with the latest UK Corporate Governance Code requirements, Mitie has introduced externally validated testing of internal controls, moving beyond a predominantly self-assessment approach. The Audit & Risk Committee reviews and authorises this methodology, which has surfaced areas for enhancement and informed practical improvement plans. A particular focus has been placed on IT General Controls (ITGC) and ESG-related controls to ensure the resilience of our technology platforms and the robustness of our responsible business practices.

Further detail on entity-level risks is provided in sections SBM-3 and IRO-1. Additional information on risk management and internal controls can be found on pages 127 to 128.

Strategy

SBM-1: Market position, strategy, business model(s) and value chain

Mitie maintains a strong position in ESG performance, supported by validated science-based targets and three consecutive appearances on CDP's Climate A List. We are also recognised as a UK Top Employer for the eighth year running. These external benchmarks provide confidence in the robustness of our targets, disclosures and governance arrangements, but are not relied upon in isolation as evidence of real-world impact.

As a service-focused organisation, the majority of our operational emissions arise from the movement of colleagues between customer sites. Approximately 93% of our Scope 1 and 2 emissions come from our fleet, with our relatively compact estate of around 120 locations contributing just 7%. This concentration shapes our decarbonisation priorities and informs where management attention and capital deployment are most effective.

Our continued shift to electric vehicles has delivered a reduction of more than 37% in petrol and diesel emissions over the past four years (excluding Marlowe Limited and all of its subsidiaries) and remains a core delivery mechanism within Plan Zero. Progress is assessed in the context of operational growth, fleet expansion and external constraints, rather than viewed solely against headline targets. This approach underpins our longer-term transition to Net Zero operational emissions and our ambition to achieve Net Zero non-operational emissions by 2035, alongside continued engagement with suppliers across our value chain.

Our purpose reflects the belief that high-quality places support resilient and inclusive communities. Our strategy therefore focuses on aligning growth, including targeted M&A, with the acquisition of specialist capabilities that enable both Mitie and its customers to decarbonise estates and develop credible Net Zero pathways. This ensures sustainability capability is embedded within the business model, rather than treated as an adjunct to it.

SBM-2: Interests and views of stakeholders

Mitie places strong importance on understanding the priorities and expectations of key stakeholders, including colleagues, customers, suppliers, communities, government and shareholders. Engagement is delivered through structured programmes designed to surface relevant perspectives and emerging issues, rather than to seek consensus or reassurance.

Stakeholder inputs are assessed alongside operational, commercial and risk considerations to inform management judgement. Feedback is treated as an input to decision-making rather than a proxy for impact or delivery.

The Board and executive leadership team receive summaries of stakeholder engagement outcomes where relevant to strategy, risk or delivery. These insights inform challenge, prioritisation and escalation, but do not override the need for management judgement where stakeholder views diverge or where delivery constraints apply. Further disclosures on stakeholder engagement can be found on pages 36 to 40.

SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model(s)

Double materiality assessment (DMA): long-term sustainability and resilience

Mitie carried out a double materiality assessment (DMA) during FY24 to establish a comprehensive view of the sustainability topics that are most significant to our stakeholders. The exercise evaluated our impacts, risks and opportunities (IROs), ensuring that both our strategy and disclosures remain targeted, efficient and aligned to stakeholder expectations.

The DMA followed a recognised methodology consistent with the latest global sustainability reporting standards, including the GRI Universal Standards (2021), IFRS S1 (2023) and ERS 2 (2023). As part of the process, we gathered insight through structured stakeholder engagement, including interviews and an online StakeholderTALK survey.

The assessment examined both:

- Mitie's actual and potential effects on people and the environment
- Financially relevant sustainability issues for investors

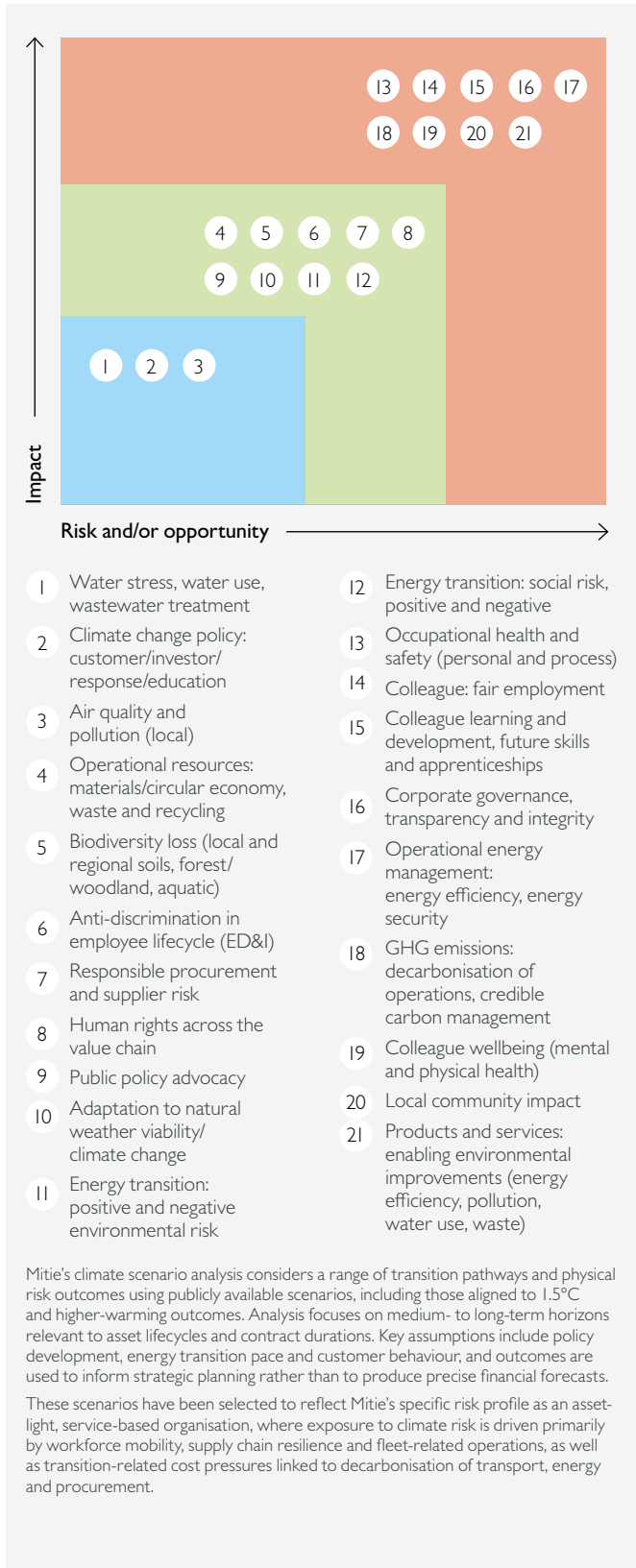
This dual lens, covering 'impact' and 'financial effects', reflects the principle of double materiality. Our approach draws on the Five Part Materiality Test (AccountAbility 2002–2018), aligns with the SASB Five-Factor Test (2015), and incorporates guidance from the EFRAG Materiality Guide (2024).

In determining relative priorities, the assessment also considered the Sustainability Context Principle and the Precautionary Principle when evaluating actual or potential IROs. The process included detailed research using both internal and external sources, such as policy reviews, reporting analysis and published articles. Scoring criteria were mapped to the relevant requirements of IFRS S1 and ERS 2.

SUSTAINABILITY STATEMENT

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Validation was performed by a group of senior managers, and the ESG Committee formally approved the assessment. The outputs were then reviewed to determine the material topics, as well as those issues that sit below the materiality threshold. These results are presented in the graphic shown below.



Outcome

The double materiality assessment identified the most significant sustainability-related impacts, risks and opportunities. Based on this assessment, ESRS EI (Climate Change), ESRS SI (Own Workforce) and ESRS GI (Business Conduct) have been identified as material and are therefore disclosed in this sustainability statement.

ESRS topical standards relating to pollution, water and marine resources, biodiversity, resource use and circular economy (E2–E5), and value-chain workers, affected communities and consumers (S2–S4) were assessed and determined not to be material. Accordingly, these disclosures have been omitted in line with ESRS requirements.

Seven material topics were identified through our DMA, which map across the three material areas of focus.

ESRS category mapping	ESG material topics identified by the DMA	Link to UN SDGs
EI Climate Change	E Operational energy management, efficiency, GHG emissions and decarbonisation	7 12 13
	E Products and services: enabling environmental improvements	7 8 10 11 13 16 17
SI Own Workforce	S Occupational health and safety (personal and process)	2 3 6 8
	S Colleagues: fair employment	5 8 10
	S Colleague learning and development, future skills and apprenticeships	4 5 8 9 10
	S Colleague wellbeing (mental and physical health)	3 4 5 8 10
GI Business Conduct	G Corporate governance, transparency and integrity	16 17

SDGs are referenced to aid stakeholder interpretation and do not determine materiality.



Impact, risk and opportunity management

IRO-I: Description of the processes to identify and assess material impacts, risks and opportunities

Mitie identifies and evaluates material impacts, risks and opportunities (IROs) in line with CSRD requirements. To build a complete view of relevant sustainability topics, we draw on multiple sources, including the ESRS, and incorporate sector-specific considerations. This ensures we capture the full spectrum of issues across our value chain, from suppliers through to customers, giving a comprehensive understanding of both our impacts and financially relevant risks.

Our ESG Risk Group reviews whether sustainability matters could give rise to significant financial consequences for the Group. This includes assessing the likelihood and potential scale of these impacts over short-, medium- and long-term time horizons.

To support consistent decision-making, we use a traffic-light methodology to evaluate the financial implications of material physical risks over different timeframes. We then apply defined thresholds to determine which IROs are material and therefore require disclosure. High scores indicate matters that meet the criteria for materiality, while lower scores reflect topics considered immaterial for reporting purposes.

Environment	Social	Governance
Material impacts		
<p>EI Climate Change: Mitie's environmental impacts are closely linked to our ambition to minimise our own footprint while supporting customers on their decarbonisation journeys. This includes reducing emissions from our large operational fleet and strengthening our capability to provide credible sustainability consultancy.</p> <p>Our specialist energy and carbon teams manage consumption and deliver low-carbon projects such as solar PV installations, heat pumps, battery systems and EV charging infrastructure, enabling both Mitie and our customers to progress towards Net Zero.</p>	<p>SI Own Workforce: With a workforce of around 84,000 colleagues, the DMA highlighted the critical importance of fair and responsible employment practices, along with protecting the health, safety and wellbeing of our people. Mitie remains committed to a zero-harm culture, building an inclusive and equitable workplace, and developing skills that enhance social mobility and strengthen the communities we serve.</p>	<p>GI Business Conduct: Mitie's approach to responsible business conduct is central to the impacts and risks identified through our assessment. We place strong emphasis on robust governance, transparency and ethical behaviour across all aspects of our operations. This includes upholding high standards of corporate integrity, ensuring full regulatory compliance and embedding a culture of accountability. By maintaining strong business conduct practices, we aim to reinforce stakeholder confidence and support long-term, sustainable performance.</p>
Material risks and opportunities		
<p>EI Climate Change: Key climate-related risks include the physical impacts of increasingly severe weather on our operations, customers and supply chain, as well as transition risks arising from evolving regulation or reputational consequences if sustainability commitments are not met.</p> <p>Opportunities stem from the expansion of decarbonisation services, the adoption of emerging technologies, deeper market differentiation and strengthening compliance with regulatory expectations. Mitie's Climate Transition Plan and wider sustainability programmes set out our pathway to Net Zero and underpin our approach to responsible business performance.</p>	<p>SI Own Workforce: Key risks relate to colleague retention, shortages in essential skills, wellbeing challenges and the potential for modern slavery within the supply chain.</p> <p>Opportunities arise from investing in capability-building, advancing diversity and inclusion, strengthening leadership development and improving social mobility. Mitie responds to these risks and opportunities through wide-ranging training programmes, enhanced working conditions, mental health and wellbeing support, and colleague networks such as Mitie Women Can and the Proud to Be LGBTQ+ network.</p>	<p>GI Business Conduct: Key risks include exposure to regulatory breaches, fraud or corruption, reputational harm and potential disruption to operations.</p> <p>Opportunities arise from strengthening trust and reputation, enhancing compliance, improving operational controls and enabling sustainable value creation. Mitie mitigates risks and supports these opportunities through its comprehensive Code of Conduct, established risk-management systems and ongoing monitoring of ethical and compliance-related practices.</p>

EI Climate Change

Strategy

EI-1: Transition plan for climate change mitigation

Climate Transition Plan: Plan Zero

Mitie recognises the climate emergency as a material priority and launched Plan Zero in 2020 to align operations with a Net Zero pathway for Scope 1 and 2 (subject to residual emissions). Phase One (2020–2025) delivered large-scale emissions reductions through rapid fleet electrification and removal of fossil fuels across the estate, embedding the transition plan into strategy, capital allocation and financial planning under Board oversight; it remains an active, evolving framework. Our focus is on three areas: eliminating emissions from power and transport, eradicating non-sustainable waste and enhancing buildings to the highest environmental standards.

The Climate Transition Plan is supported by qualitative scenario analysis and continues to evolve as data, modelling and regulation develop. It is Board-approved and embedded in strategy and financial planning, with delivery overseen through established governance and progress informing investment, procurement and operational decisions.

Capital deployment primarily supports fleet electrification, energy efficiency and digital optimisation, integrated within existing capital planning processes rather than tracked separately.

Phase One of Plan Zero concluded on 31 December 2025, delivering significant progress through fleet electrification, renewable energy adoption and estate efficiency measures: 76% of the fleet transitioned to EVs (6,406 vehicles), during expansion from c.4,700 to over 8,400 vehicles driven by strong organic growth, meaning that Mitie (excluding Marlowe and its subsidiaries), included c.2,400 additional EVs beyond plan; this represents c.85% of vehicles suitable for electrification, reflecting operational constraints.

Mitie also procured 100% renewable electricity for its estate and EV charging (aligned to RE100 and EV100) and advanced estate decarbonisation through technologies including heat pumps, LED lighting, solar PV, battery storage and expanded EV charging, supported by specialist energy and carbon teams.

During Phase One of Plan Zero (2020–2025), Mitie delivered a material improvement in carbon performance while significantly scaling the business. Revenue over the period increased from c.£2bn to over £5bn, alongside expansion in fleet and operational footprint.

We present emissions performance through three lenses:

1. A growth-adjusted benchmark – what emissions would have been if they scaled with the business
2. Gross emissions – actual emissions before contractual instruments
3. Market-based reported emissions – reflecting renewable electricity procurement and the mitigation of residual Scope 1 emissions

On a growth-adjusted basis, Scope 1 and 2 emissions would have been c.78,000 tCO₂e in FY26. Instead, FY26 gross emissions were c.18,000 tCO₂e, with a market-based reported residual position of c.8,400 tCO₂e. This equates to an improvement of c.75%–80% on a gross basis and c.85%–90% on a market-based reported basis, demonstrating clear decoupling of emissions from business growth.

Looking at the actual operational reduction delivered (gross emissions versus the FY19 baseline that represents the starting point of Plan Zero for the original business), Scope 1 and 2 emissions reduced by c.35%–40% through direct decarbonisation actions, primarily fleet electrification and estate transformation.

Taken together, this places Mitie in an effectively Net Zero position for Scope 1 and 2 emissions in practical and market-based reported terms, achieved through a combination of real operational reduction, renewable electricity procurement and targeted mitigation of residual emissions. However, this does not yet meet the stricter Science Based Targets initiative (SBTi) definition of Net Zero, which requires residual emissions to be reduced to ≤10% of the baseline, and further reduction is therefore required.

References to this position do not alter Mitie's underlying emissions baseline, gross emissions performance or intensity-based metrics, which are disclosed separately to ensure a transparent and consistent view of operational decarbonisation progress.

Our progress has also been acknowledged externally, securing a place on the CDP Climate A List for the third consecutive year in recognition of the quality of our carbon disclosures and emissions-reduction approach. We also achieved a Gold EcoVadis rating of 80, reflecting our strong performance across its sustainability criteria.

Alongside our environmental achievements, we continue to deliver meaningful social impact across the communities we support. In FY26, we provided development opportunities for more than 1,800 apprentices, helping to build green skills, promote STEM learning and create pathways into employment, and our colleagues dedicated 35,706 volunteering hours to local initiatives.

Future commitments FY26 to FY31

EV transition

Following the acquisition of Marlowe and the additional fossil fuel fleet of vehicles, we intend to transition the remaining fleet to 86% EVs by the end of 2031, contingent upon advancements in EV technology such as vehicle availability, range and charging infrastructure.

Renewable energy and carbon offsets

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.

Re-baselining

Given the Marlowe acquisition and the material scaling of our operational carbon footprint, we have re-baselined our emissions to preserve the integrity of our science-aligned targets. This recalibration establishes a credible, up-to-date baseline for Plan Zero 2.0, reflecting the organisation Mitie is today. More information can be found on page 70.

Carbon reporting

While continuing to report absolute carbon data, we have transitioned to an intensity target to reflect the continued growth of the business. We will reapply to the SBTi to obtain a new target trajectory validated to 1.5°C above pre-industrial levels.

EI–SBM-3: Description of the processes to identify and assess material climate-related impacts, risks and opportunities (IROs)

Mitie's assessment of climate-related risks and opportunities indicates that the most material potential financial effects relate to operating cost profiles (including fuel, energy and carbon-related costs), capital investment in fleet and buildings, and the competitiveness of service offerings in procurement processes. At present, these effects are not separately quantified due to ongoing modelling limitations and external uncertainties; however, Mitie continues to enhance its analytical capability to support improved quantification over time.

Climate-related IROs are overseen through our Enterprise Risk Management system. Climate change is recognised as a key Group risk, reviewed quarterly and subject to a full assessment each year.

Our climate change risk evaluation, recorded within the Group's Risk Safe platform, underpins this principal risk and incorporates a range of climate-related IROs. At 31 March 2026, we had identified 13 such IROs. The prior year risk relating to changes in customer behaviour resulting in lost opportunities has been removed following reassessment of the Group's risk profile, reflecting Mitie's strengthened environmental performance and increasing alignment with customer demand for decarbonisation and sustainability-led services. Those with the potential to have a 'material' impact are outlined on in the table below. In addition, climate-related risks at account level are captured and monitored with customers through account-specific risk registers, all of which are maintained in Risk Safe.

All risk information is analysed for its potential impact and likelihood, with the residual score generating one of four ratings, ranging from manageable to severe. This structure ensures a consistent approach to risk management across Mitie.

Each climate-related risk or opportunity is assigned an owner who is accountable for applying the appropriate mitigation or management actions, supported by both the risk and sustainability teams. The table below presents an integrated overview of all climate-related risks and opportunities. Further details on the responsibilities and oversight provided by our Committees can be found on pages 59 to 60.

Risk/opportunity description	Risk type	Time horizon
1. Extreme weather events	Physical	Short to medium term
2. Increasing summer temperatures	Physical	Medium to long term
3. Decarbonising supply chain	Transition	Short to medium term
4. Switching from fossil fuels to low-carbon alternatives for fleet operations	Opportunity	Medium to long term
5. Increases in operating costs relating to policy decisions to reduce GHG emissions	Transition	Medium to long term
6. Access to new markets	Opportunity	Medium to long term
7. Investor confidence in climate change management	Transition	Medium to long term
8. Minimise resource use through a circular economy embedded into our business supply chain and operations	Opportunity	Medium to long term
9. Encourage agile and flexible working through business processes	Opportunity	Short to medium term
10. Development/expansion of low-emission services	Opportunity	Medium to long term
11. Procurement of verified and high-quality carbon credits	Transition	Short to medium term
12. Low-emission and energy efficiency strategy from Mitie estate	Opportunity	Short to medium term
13. Potential for litigation if Mitie does not adequately consider or respond to the impacts of climate change	Liability	Medium to long term

Further information on our Enterprise Risk Management framework can be found on pages 84 to 85.

In FY25, ESG considerations were fully embedded within our internal controls independent testing programme. This integration is essential, as applying ESG principles helps Mitie reduce operational, financial and reputational risks while supporting long-term resilience, value creation and improved ESG performance.

Scenario analysis: strengthening our understanding of climate-related risks

Mitie recognises that failure to respond effectively to climate-related risks represents a material threat. During FY26, scenario analysis was expanded to highlight increasing exposure to extreme weather, with events such as flooding and severe storms posing risks to operations through disruption to workforce mobility and supply chain availability, making ongoing monitoring critical to resilience.

Mitie applies a three-point scenario range within financial modelling (best case, most likely case and worst case), aligned to recognised climate pathways (RCP 2.6 and RCP 8.5), with the central case representing a management estimate within this range. This enables assessment of financial impacts across a realistic range of outcomes while remaining anchored to externally recognised scenarios.

In FY23, Mitie partnered with Marsh to assess physical climate risks across two pathways, reviewing 500 sites and identifying flooding as the most significant hazard, with a deeper review of 95 high-value locations highlighting sea-level rise and flood risk as key concerns.

Building on this, sustainability and risk teams worked with Marsh to develop the climate risk quantification framework, incorporating principal and macro-level risks and opportunities, assessed across three scenarios and validated through internal stakeholder engagement, with resulting impacts overlaid onto long-term financial forecasts.

Mitie remains committed to delivering Plan Zero, as set out in our Climate Transition Plan. However, we recognise that external factors could influence progress towards the Paris-aligned ambition of remaining as close as possible to a 1.5°C trajectory. We therefore continue to proactively review climate-related risks and opportunities to adapt to changing external conditions and reduce possible impacts on the business.

To support this, climate-related financial modelling was strengthened in FY25, building on the Group's core five-year cash flow model and aligned to strategic, budgeting and business planning cycles, reflecting the nature and duration of contracted operations.

The climate modelling framework covers three time horizons:

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

These time horizons are aligned to Mitie's financial planning framework, with the short-term period reflecting the Group's core five-year cash flow forecast and business planning cycle, and the medium- and long-term horizons extending beyond this to capture the full lifecycle of key assets, contracts and strategic decisions. This approach ensures that climate-related risks and opportunities are assessed consistently with financial planning, while also incorporating longer-term considerations where impacts may crystallise beyond the core planning horizon.

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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%)

Macro-level climate-related risks and opportunities

As an asset-light services business, Mitie's exposure to physical and transition climate risk primarily relates to fleet assets, operational facilities and contract-specific service delivery. While precise asset-level quantification is not yet available, exposure is currently assessed qualitatively as moderate, with no single asset class representing a material concentration of unmanaged climate risk.

The financial assessment and assumptions presented in the table below represent the core modelling inputs applied consistently across all scenarios. Scenario variation (best case, most likely case and worst case) is applied through the scaling of these inputs, including factors such as frequency, severity and cost assumptions, rather than through entirely separate assumption sets with the most likely case representing the central estimate within the range. This approach ensures consistency in the underlying methodology while enabling assessment of a range of potential outcomes.

The table below outlines four priority climate-related risks and opportunities, setting out the actions currently in place to manage them, the potential financial implications, and Mitie's latest working assumptions. This approach, developed jointly with our insurance broker and risk advisor, Marsh, establishes a long-term framework for quantifying both core business risks and climate-specific risks. In FY25, the scope was expanded to cover factors beyond physical climate impacts. Through this work, we have evaluated the potential effect of each risk, identified the recommended strategic response, and defined the expected time horizon and financial implications based on a consistent set of assumptions.

Risk/opportunity description	Impact	Strategic response	Financial assessment and assumptions	Time horizon	Worst case	Most likely case	Best case
1. Extreme weather events <hr/> Physical risk <hr/> Short to medium term	Increased costs linked to climate-related weather events disrupting workforce attendance and productivity. Impacts felt universally – Mitie (UK and overseas), customers and subcontracting and strategic partners affected.	<ul style="list-style-type: none"> • Enhanced health, safety and environment (HSE) standards and processes • ISO 22301 certified • Planned preventative maintenance schedules aligned with seasonal changes • Estates strategy in place and continually reviewed • Insurance coverage • Ongoing scenario testing 	The modelling assumes that around two extreme weather events occur annually that affect our operations. It also incorporates the NATHAN approach, which is a global assessment of natural hazard risks and impacts, in order to help calculate the financial repercussions of severe weather incidents on Mitie's asset portfolio.	Short	●	●	●
				Medium	●	●	●
				Long	●	●	●
2. Increasing summer temperatures <hr/> Physical risk <hr/> Medium to long term	Increased costs resulting from absenteeism and reduced productivity. Impacts felt universally – Mitie (UK and overseas), customers and subcontracting and strategic partners affected.	<ul style="list-style-type: none"> • Occupational health strategy embedded • Ongoing sickness monitoring • Health surveillance and monitoring framework • Seasonal alerts reminding colleagues of risks and associated controls to be followed • Planned preventative maintenance schedules aligned with seasonal changes 	The modelling is based on costs related to heat-related sickness experienced by frontline colleagues and the productivity costs incurred by both back-office and frontline colleagues at Mitie due to absences.	Short	●	●	●
				Medium	●	●	●
				Long	●	●	●
3. Decarbonising supply chain <hr/> Transition risk <hr/> Short to medium term	Increased costs arising from the purchase of carbon offsets in order to meet emissions targets.	<ul style="list-style-type: none"> • Procurement leads identified • Ongoing engagement with supply chain 	The modelling assumes that the purchase of carbon credits will be required to achieve Mitie's Scope 3 net emissions objective, resulting in an increase in Group expenditure.	Short	●	●	●
				Medium	●	●	●
				Long	●	●	●
4. Switching from fossil fuels to low-carbon alternatives for fleet operations <hr/> Opportunity <hr/> Medium to long term	Opportunities felt predominately in Mitie operations (Technical Services and Business Services) (UK and overseas). Impacts felt universally across the Group.	<ul style="list-style-type: none"> • Plan Zero commitment – 85% EV fleet (completed) at the end of 2025 • Ongoing review of EV transition • Deployment of charging points at Mitie and customer sites, as well as colleagues' homes 	The modelling assumes that by FY35 the Group's fleet will consist entirely of EVs. The associated leasing expenses are expected to rise by 6% per year, with fuel costs determined by average annual mileage and cost per mile. As the Group shifts entirely to EVs, charging expenses are estimated based on average annual mileage.	Short	●	●	●
				Medium	●	●	●
				Long	●	●	●

We have set clear metrics and targets that shape how we run our operations and deliver services to customers. These include a range of ESG commitments designed to strengthen Mitie's environmental and social performance.

Our climate-related indicators are summarised in the table below. Additional detail on our emissions metrics and targets can be found in our FY26 greenhouse gas (GHG) reporting methodology statement on page 70.

Category	Subcategory	Unit measurement	Description of metric	FY26 risks and opportunities references
GHG emissions	Emission level	tCO ₂ e	Total emissions	1,2,3,4
	Intensity	tCO ₂ e per £m revenue	Emissions intensity	1,2,3,4
Carbon credits	Plan Zero	£	Amount invested to support obtainment of Plan Zero targets	3,4
Energy/fuel	Energy usage	kWh	Total energy consumption	1,2,3,4
	Transition to greener fleet	%	Total percentage of EV fleet	1,3,4
Waste	Recycled	Tonnes	Total waste recycled	3,5
Risk adaptation and mitigation	R&D	£	Amount invested in developing low-carbon products and services	3,4
	Capex	£	Amount invested in deployment of low-carbon technology, energy and resiliency capabilities	3,4
SBTi	Acquisitions	%	Total percentage of acquisitions with agreed targets in place	1,2,3,4
	Supply chain	%	Total percentage of supply chain with agreed targets in place	3
ISO management system	14001	%	Total percentage of business certified	1,3,4
	50001	%	Total percentage of business certified	2,3,4

Impact, risk and opportunity management

EI-2: Policies related to climate change mitigation and adaptation

Policies

Our policies address the management of our material impacts for climate change mitigation, adaptation and energy efficiency, as well as associated IROs. They apply to all UK and overseas Mitie colleagues in all operating countries.

Sustainability and Social Value Policy

Mitie's Sustainability and Social Value Policy commits to stretching Net Zero carbon targets, promoting a circular economy and protecting biodiversity. It emphasises fair employment practices, social mobility and community engagement. The policy outlines our objectives to reduce environmental impact, enhance energy efficiency and ensure compliance with legal and contractual obligations.

Environmental Policy Statement

Mitie's Environmental Policy Statement commits us to reducing our environmental impact and strengthening climate resilience. Through Plan Zero and our ISO 14001/ISO 50001 systems, we deliver climate mitigation by decarbonising our estate and fleet, improving energy efficiency and reducing waste. We support climate adaptation by assessing environmental and climate-related risks at our sites and implementing measures that enhance resilience across our operations.

EI-3: Actions and resources in relation to climate change policies

Mitigation

Shifting our car and commercial vehicle fleet to electric vehicles (EVs) remains a core part of our climate-mitigation approach. In FY26, the EV fleet continued to grow to 6,406 vehicles (FY25: 6,255), although at a more measured rate than in previous years. This reflects deliberate fleet optimisation decisions, including the exit of over 500 vehicles following contract changes and the extension of existing leases, enabling a more cost-effective and operationally resilient transition pathway.

Throughout FY26 we continued to expand our EV charging network and now have more than 4,000 chargers installed at colleagues' homes, at Mitie locations and across customer sites, supporting both our fleet transition and access to low-carbon transport. Over a five-year lease period, operating an EV car or van is approximately 3% and 5% more expensive respectively than the equivalent petrol or diesel vehicle, based on annual mileage of 18,000. However, factoring in the environmental benefits and our wider climate commitments, the Board has endorsed the continued shift to a fully electric fleet.

Adaptation

We recognise that climate change is driving more frequent and intense extreme weather events. To address this, we have strengthened our safety communications and put in place additional preventative measures to reduce risks during such events. Our priority is to maintain clear communication and effective decision-making so we can protect colleagues, customers, assets and the public when severe weather occurs.

We model the potential cost implications of extreme weather, including insurance premiums and fleet repair expenses, to prepare for short-, medium- and long-term scenarios. With weather-related events becoming more common, insurance costs are likely to face continued upward pressure.

We actively support colleagues through extreme weather events by ensuring statutory requirements are met, regularly testing business continuity plans (BCPs), and sharing learning from previous incidents. We also make use of weather-intelligence tools and real-time alerts to help keep operations stable and efficient during the most challenging winter periods.

Energy efficiency

We continue to make our estate more energy efficient by reducing overall consumption, replacing gas boilers with low-carbon heat pumps, and promoting initiatives that embed circular-economy thinking and support biodiversity. We now operate 28 fully decarbonised buildings, maintain certification to the ISO 50001 Energy Management Standard, and benefit from an in-house team of energy managers dedicated to ensuring our buildings operate at optimum efficiency.

SUSTAINABILITY STATEMENT

continued

Metrics and targets

EI-4: Targets related to climate change mitigation and adaptation

Mitie climate-related targets

Mitie has established a single primary emissions-intensity target covering Scope 1, Scope 2 and Scope 3 emissions for the period FY26-FY31. This target reflects the expected growth of the enlarged Group, including the Marlowe acquisition, and provides a normalised measure of decarbonisation performance per £m of revenue. It enables meaningful comparison over time while supporting climate-related transition planning and business resilience.

Alongside this primary intensity target, Mitie has set clear short-, medium- and long-term climate targets, expressed in both absolute and operational terms, to guide delivery of its Climate Transition Plan.

Short-term targets (2025 – achieved or closed)

These targets relate to milestones that concluded during FY26 and are retained to evidence delivery of the Climate Transition Plan.

- Delivered a near-Net Zero outcome for Scope 1 and Scope 2 direct operational emissions, consistent with Mitie's Climate Transition Plan
- Achieved zero waste to landfill
- Achieved an 85% transition of the fleet to electric vehicles, where operationally viable

Medium-term targets (2030)

- Achieve a 50% reduction in Scope 3 greenhouse gas emissions, expressed in absolute terms
- Ensure 60% of suppliers by category spend have science-based targets in place
- Transition 95% of the fleet to electric vehicles, where operationally viable

Long-term targets (2035)

- Achieve Net Zero Scope 3 indirect emissions
- Transition 100% of the fleet to electric vehicles, where operationally viable

Re-baselining of the 2030 Scope 3 emissions reduction target

The 2030 Scope 3 reduction target has been updated from the previously reported 80% reduction ambition set out in Phase One of Plan Zero in 2020. Since that time, Mitie has experienced significant organic growth and material merger and acquisition activity, including the acquisition of Marlowe, fundamentally increasing the scale and composition of the Group. As a result, the original target is no longer representative of the current business profile. The revised 50% reduction by 2030 reflects a re-baselined, growth-adjusted pathway that maintains decarbonisation ambition while ensuring targets remain credible, measurable and aligned to the enlarged Group's operational footprint.

Emissions-intensity target (FY26-FY31)

To track progress towards these ambitions in the context of business growth and acquisitions, Mitie has adopted an emissions-intensity target calibrated to support delivery of the 2030 absolute reduction milestone while enabling consistent year-on-year performance assessment. Mitie's climate targets are expressed on a gross emissions basis.

Intensity target tCO ₂ /£m revenue	FY26	FY27	FY28	FY29	FY30	FY31
Scope 1, 2 & 3	56.94	49.23	43.01	35.89	28.30	21.48

Mitie applies carbon credits only to address residual Scope 1 emissions and does not apply carbon credits to Scope 2 or Scope 3 emissions. Carbon credits are not factored into the gross emissions baseline or emissions-intensity targets disclosed in this sustainability statement and are used as a supplementary mitigation measure alongside operational decarbonisation.

Performance against Mitie's emissions intensity target is assessed using annual disclosures of absolute Scope 1, Scope 2 and Scope 3 greenhouse gas emissions, as set out in EI-6.

EI-5: Energy consumption and mix

Mitie environmental data

The below table provides further details on our UK environmental performance.

	FY24	FY25	FY26	Change	Change %
Electricity consumed across occupied buildings (kWh)	4,790,022	5,949,994	5,729,794	(220,200)	(4)
Gas consumed across occupied buildings (kWh)	817,131	2,465,703	2,706,867	241,164	10
Fuel used by vehicles for business travel (kWh)	76,605,383	61,178,653	51,879,568	(9,299,085)	(15)
Electricity used by EV vehicles for business travel (kWh)	8,684,230	11,624,522	16,850,948	5,226,426	45
Total organisational energy consumption (kWh)	90,896,766	81,218,872	77,167,177	(4,051,695)	(5)
Water consumed across occupied buildings (m ³)	27,941	32,145	18,893	(13,252)	(41)
Total waste generated across occupied buildings (tonnes)	398	313	395	82	26
Hazardous waste (tonnes)	0	0	0	0	0
Non-hazardous waste (tonnes)	398	313	395	82	26
Total waste to landfill (tonnes)	0	0	0	0	0
Energy from waste (tonnes)	188	127	136	9	7
Total waste recycled (tonnes)	210	186	259	73	39
Recycling rate	53%	59%	66%	7	12

Marlowe environmental data

The below table provides further details on our UK environmental performance.

	FY26
Electricity consumed across occupied buildings (kWh)	1,298,544
Gas consumed across occupied buildings (kWh)	820,053
Fuel used by vehicles for business travel (kWh)	44,899,959
Electricity used by EV vehicles for business travel (kWh)	0
Total organisational energy consumption (kWh)	47,018,556
Water consumed across occupied buildings (m ³)	838
Total waste generated across occupied buildings (tonnes)	11
Hazardous waste (tonnes)	0
Non-hazardous waste (tonnes)	11
Total waste to landfill (tonnes)	0
Energy from waste (tonnes)	5
Total waste recycled (tonnes)	6
Recycling rate	55%

SUSTAINABILITY STATEMENT

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EI-6: Gross Scopes 1, 2, 3 and total GHG emissions

GHG reporting methodology statement for FY26

Absolute greenhouse gas emissions (performance metrics)

The absolute greenhouse gas emissions disclosed in this section provide the basis for tracking performance against Mitie's emissions-intensity target, as described in EI-4.

The figures below represent Mitie's re-baselined gross greenhouse gas emissions, disclosed as performance metrics in accordance with ESRS EI-6. These metrics provide transparency on the Group's absolute carbon footprint and support assessment of progress against the emissions-intensity target.

Following significant organic growth and recent M&A activity, including the Marlowe acquisition in FY26, we have refreshed our carbon baseline and reporting trajectory through to FY31. This ensures emissions disclosures reflect the enlarged Group structure and provide a robust basis for tracking progress towards our 2030 milestone of a 50% reduction in carbon emissions, expressed in absolute terms. Where material acquisitions occur during the reporting period, emissions are annualised in line with GHG Protocol guidance to establish a representative baseline for target-setting and, where relevant, disclosed separately to support comparability with historic emissions data.

In line with this re-baselining, we will review and recalibrate our validated science-based targets to ensure they continue to reflect the enlarged Group footprint and updated emissions trajectory. As part of this process, Mitie will submit a revised pathway to the Science Based Targets initiative (SBTi) aligned to the FY26 baseline and consistent with our decarbonisation pathway through to FY31, maintaining alignment with a 1.5°C pathway.

Mitie carbon metrics (tCO ₂ e)	FY26 New baseline	FY27	FY28	FY29	FY30	FY31
Scope 1 and 2	29,300	27,830	25,780	23,000	19,300	14,650
Scope 3	296,000	281,149	260,440	232,355	194,976	148,000
Total	325,300	308,979	286,220	255,355	214,276	162,650

Historic science-based targets

Mitie has previously adopted validated near-term, long-term and Net Zero targets under the Science Based Targets initiative (SBTi), aligned to a 1.5°C pathway. The table below presents these historic validated targets, based on the FY22 baseline, for reference and comparability.

Validated science-based targets (FY22 baseline) (tCO ₂ 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
SBTi total	352,631	336,643	320,655	304,667	288,679

Note: Carbon credits are purchased to address residual Scope 1 emissions that cannot currently be eliminated through operational decarbonisation. Purchased verified emissions reduction (VER) credits are disclosed separately and are not applied to Scope 2 or 3 emissions. Carbon credits are not incorporated into Mitie's emissions-intensity targets, which are assessed on gross Scope 1, Scope 2 and Scope 3 emissions, consistent with ESRS EI-6 and Science Based Targets initiative (SBTi) guidance. For Scope 2 electricity emissions, Mitie uses Renewable Energy Guarantees of Origin (REGOs) to support renewable electricity claims. REGOs are reflected within Scope 2 market-based emissions reporting only and do not affect gross emissions baselines, location-based emissions or climate targets.

Reporting period

Mitie reports emissions using the UK Government's 2025 GHG conversion factors for the period 1 April 2025 to 31 March 2026, applying a financial control boundary. All greenhouse gas emissions are expressed in tonnes of carbon dioxide equivalent (tCO₂e), covering all six Kyoto Protocol gases. A revised baseline was introduced in FY22 in accordance with Mitie's Energy Review Methodology for historic comparability; following significant growth and acquisitions, FY26 now represents the Group's refreshed operational baseline for current reporting and forward-looking targets.

Intensity ratio

To track emissions performance over time, Mitie uses an intensity metric of tCO₂e per £m of revenue, enabling normalisation for changes in business scale and activity levels.

Exclusions

Mitie does not include fugitive emissions (refrigerant leakage) from refrigeration and air-conditioning systems in leased buildings or fleet vehicles due to data availability constraints and landlord-managed assets. Given the scale of other emission sources, these emissions are considered immaterial.

FY26 – Carbon emissions breakdown

	Annual total (tCO ₂ e)	%
Electricity	1,079	1
Gas	530	0
Water	4	0
Transport/Travel	24,265	9
Waste	2	0
Commuting/Working from home	53,034	20
Supply chain	185,859	70
Total	264,773	100
Mitie Scope 1 and 2 (UK and overseas)	18,992	7
Mitie Scope 3 (UK and overseas)	245,781	93
Total	264,773	100

Note: Values exclude purchased verified emissions reduction carbon credits.

Scope of emissions

Scope 1 – Direct emissions

- On-site fuel combustion; gas for heating or generation across leased property; fuel for company vehicles

Fugitive emissions from air conditioning equipment are excluded (see Exclusions).

Scope 2 – Indirect emissions

- Purchased electricity across leased property and EVs managed by Mitie

Scope 3 – Other indirect emissions

- Purchased goods and services; fuel- and energy-related activities; upstream transportation and distribution; waste; water; business travel; employee commuting and working from home

Scope 1 and 2 have low risk of uncertainty. Scope 3 Purchased Goods and Services and Commuting have a higher risk of uncertainty regarding verification.



Process – Mitie Group – Absolute greenhouse gas emissions (FY24-FY26)

Mitie reports in line with the UK Government's Environmental Reporting Guidance (2019), ensuring disclosures remain transparent and robust. For the majority of significant emission sources, we rely on primary data, including automated meter readings, manual meter reads, utility invoices, service-charge information and colleague expense claims.

Emissions data is compiled centrally by Mitie Energy on a quarterly basis and updated at year end to reflect corrections or to replace estimates with actual data where available. The Sustainability team verifies all emissions figures and is responsible for the accuracy of calculations and underlying methodology. Additional detail on data sources is provided in the ESG report.

Mitie has secured independent verification of FY26 greenhouse gas emissions, obtaining reasonable assurance over Scopes 1 and 2 and limited assurance over Scope 3, in accordance with ISO 14064-3:2018.

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The table below presents Mitie-only absolute greenhouse gas emissions for FY24-FY26, prepared on a consistent basis (excluding any of the acquisitions completed in FY26) to support like-for-like comparison with prior disclosures.

Absolute emissions

	Emissions	FY24	FY25	FY26	Change	Change %
UK only	Total Scope 1 (tCO₂e)	18,265	14,886	12,870	(2,016)	(14)
	Emissions from fuel combustion across our fleet	18,229	14,560	12,603	(1,957)	(13)
	Emissions from gas combustion in our occupied buildings	36	326	267	(59)	(18)
Overseas	Total Scope 1 (tCO₂e)	873	1,955	2,307	352	18
	Emissions from fuel combustion across our fleet	873	1,955	2,307	352	18
	Emissions from gas combustion in our occupied buildings	–	–	–	–	–
UK and overseas	Total Scope 1 (tCO₂e)	19,138	16,841	15,177	(1,664)	(10)
UK only	Total Scope 2 (tCO₂e)	2,228	3,285	3,785	500	15
	Emissions from the purchase of electricity across occupied buildings	430	821	700	(121)	(15)
	Emissions from electricity consumption across our EV fleet	1,798	2,464	3,085	621	25
Overseas	Total Scope 2 (tCO₂e)	5	4	30	26	650
	Emissions from the purchase of electricity across occupied buildings	5	2	25	23	1,144
	Emissions from electricity consumption across our EV fleet	–	2	5	3	156
UK and overseas	Total Scope 2 (tCO₂e)	2,233	3,289	3,815	526	16
UK only	Total Scope 3 (tCO₂e)	268,668	254,301	245,724	(8,577)	(3)
	Mitie-generated Scope 3	53,315	52,815	59,865	7,050	13
	Supply chain emissions	215,353	201,486	185,859	(15,627)	(8)
Overseas	Total Scope 3 (tCO₂e)	4,668	54	57	3	6
	Mitie-generated Scope 3	4,668	54	57	3	6
UK and overseas	Total Scope 3 (tCO₂e)	273,336	254,355	245,781	(8,574)	(3)
UK only	Total Scope 1 and 2 location-based (tCO₂e)	20,493	18,171	16,655	(1,516)	(8)
	Total Scope 1 and 2 market-based (tCO₂e)	20,063	14,886	12,870	(2,016)	(14)
Overseas	Total Scope 1 and 2 location-based (tCO₂e)	878	1,959	2,337	378	19
	Total Scope 1 and 2 market-based (tCO₂e)	878	1,955	2,307	352	18
UK and overseas	Total Scope 1 and 2 location-based (tCO₂e)	21,371	20,130	18,992	(1,138)	(6)
	Total Scope 1 and 2 market-based (tCO₂e)	20,941	16,841	15,177	(1,664)	(10)
	Purchased verified emissions reduction carbon credits (VER)	(4,500)	(4,066)	(6,778)	(2,712)	67
	Total Scope 1 and 2 (location-based) inc. VER	16,871	16,064	12,214	(3,850)	(24)
	Total Scope 1 and 2 (market-based) inc. VER	16,441	12,775	8,399	(4,376)	(34)
UK and overseas	Total Scope 1, 2 and 3 (tCO₂e)	294,707	274,485	264,773	(9,712)	(4)
	Carbon credits against Scope 1 and 2	(4,500)	(4,066)	(6,778)	(2,712)	67
UK and overseas	Total Scope 1, 2 and 3 (tCO₂e) (inc. VER – location-based)	290,207	270,419	257,995	(12,424)	(5)
UK and overseas	Total Scope 1, 2 and 3 (tCO₂e) (inc. VER – market-based)	289,777	267,130	254,180	(12,950)	(5)
	Intensity – emissions ratio					
UK only	tCO ₂ e/£m revenue (Scope 1 and 2)	4.55	3.75	3.29	(0)	(12)
UK and overseas	tCO ₂ e/£m revenue (Scope 1 and 2)	4.75	3.96	3.51	(0)	(11)
UK and overseas (including VER)	tCO ₂ e/£m revenue (Scope 1 and 2)	3.75	3.16	2.26	(1)	(28)
UK and overseas	tCO ₂ e/£m revenue (Scope 1, 2 and 3)	65.35	53.91	48.94	(5)	(9)

The table above highlights that Mitie's absolute emissions, excluding carbon credits, have reduced by 4%.

In line with our expectations, we continue to see a significant decline in carbon emissions from fossil fuels and a steady increase in electricity consumption and carbon emissions for our EVs as we transition our fleet. Overall Mitie's Scope 1 and 2 emissions have reduced by 6% (location-based) and 10% (market-based).

Process – Marlowe – Absolute greenhouse gas emissions (FY26)

Marlowe greenhouse gas emissions reports are prepared in alignment with Mitie's Group reporting methodology, which is based on the UK Government's Environmental Reporting Guidance (2019) and the GHG Protocol. Emissions are calculated using primary data where available, including automated and manual meter readings, utility invoices, service-charge information and intensity metrics based on Mitie data, to ensure methodological consistency with Mitie Group disclosures.

Marlowe emissions data is compiled and consolidated through Mitie's central Energy and Sustainability reporting processes, with quarterly data capture and year-end true-ups applied to reflect corrections or the replacement of estimates with actual data where available. The Sustainability team is responsible for reviewing data quality, methodological alignment and integration within the Group reporting boundary. Further detail on data sources and methodology is provided in the ESG report.

Marlowe was acquired on 4 August 2025. For the purposes of forward-looking climate target-setting and transition planning, Marlowe emissions are presented on a full-year equivalent basis to establish a robust and representative FY26 baseline, consistent with GHG Protocol and science-based target guidance. Mitie assumes operational responsibility for Marlowe emissions from the date of acquisition, with consolidation reflected accordingly in statutory reporting.

Absolute emissions

	Emissions	FY26
UK only	Total Scope 1 (tCO₂e)	10,896
	Emissions from fuel combustion across our fleet	10,746
	Emissions from gas combustion in our occupied buildings	150
UK only	Total Scope 2 (tCO₂e)	230
	Emissions from the purchase of electricity across occupied buildings ¹	497
	Emissions from the purchase of electricity across occupied buildings ²	230
	Emissions from electricity consumption across our EV fleet	–
UK only	Total Scope 3 (tCO₂e)	53,214
	Marlowe-generated Scope 3	5,815
	Supply chain emissions	47,399
UK only	Total Scope 1 and 2 location-based (tCO₂e)	11,126
	Total Scope 1 and 2 market-based (tCO₂e)	11,393
UK only	Total Scope 1, 2 and 3 (tCO₂e)	64,340
UK only	Total Scope 1, 2 and 3 location-based (tCO₂e)	64,340
UK only	Total Scope 1, 2 and 3 market-based (tCO₂e)	64,607
	Intensity – emissions ratio	
UK only	tCO ₂ e/£m revenue (Scope 1 and 2) location-based	53.51
UK only	tCO ₂ e/£m revenue (Scope 1 and 2) market-based	54.80

1. Market-based included Marlowe only using a residual mix factor.

2. Location-based calculated combining Mitie and Marlowe using Defra emissions factor.

Mitie assumes responsibility for Marlowe's carbon emissions from 4 August 2025, recognising 42,893 tCO₂ (location-based) and 43,071 tCO₂ (market-based), calculated on a pro-rata basis for an eight-month period.

Mitie Group combined emissions (including Marlowe)

In addition to the stand-alone Mitie and Marlowe disclosures above, the table below presents combined Mitie Group greenhouse gas emissions, bringing together Mitie and Marlowe on a full-year equivalent basis. This view is provided solely to support Group-wide target-setting, re-baselining and alignment with Mitie's strategic climate targets disclosed earlier in this sustainability statement. It reflects the enlarged Group structure following the acquisition of Marlowe on 4 August 2025 and is consistent with GHG Protocol guidance for material acquisitions.

This combined presentation is not intended to provide year-on-year performance comparison with prior periods. Like-for-like comparability with previous years is instead provided through the Mitie-only disclosures set out above.

SUSTAINABILITY STATEMENT

continued

Mitie Group (including Marlowe) – Absolute greenhouse gas emissions

Emissions	FY26 Baseline
Total Scope 1 (tCO ₂ e)	26,073
Total Scope 2 (tCO ₂ e)	4,045
Location-based ¹	4,045
Market-based ²	497
Total Scope 1 and 2 location-based (tCO ₂ e)	30,118
Total Scope 1 and 2 market-based (tCO ₂ e)	26,570
Total Scope 3 (tCO ₂ e)	298,996
Total Scope 1, 2 and 3 (tCO ₂ e) location-based	329,114
Total Scope 1,2 and 3 (tCO ₂ e) market-based	325,566
Intensity – emissions ratio tCO₂e/£m revenue	
Total Scope 1 and 2 (location-based, inc. VER)	4.15
Total Scope 1 and 2 (market-based, inc. VER)	3.52
Total Scope 1,2 and 3 (location-based)	58.58
Intensity is calculated on gross emissions and is not adjusted for carbon credits, consistent with ESRS EI 6 and SBTi guidance.	
Total Scope 1,2 and 3 (location-based, inc. VER)	57.37
Total Scope 1,2 and 3 (market-based, inc. VER)	56.74

Carbon credits are purchased to address residual Scope 1 and Scope 2 emissions that cannot currently be eliminated. They are not applied to Scope 3 emissions and are not incorporated into emissions-intensity targets or performance assessment.

1. Location-based calculated combining Mitie and Marlowe using Defra emissions factor.
2. Market-based included Marlowe only using a residual mix factor.

Mitie Group (including Marlowe) combined emissions

Marlowe was acquired on 4 August 2025. For the purpose of establishing a representative Group-wide baseline for climate target-setting and reporting against Mitie's strategic emissions-intensity targets, Marlowe emissions are presented on a full-year equivalent basis in accordance with GHG Protocol guidance for material acquisitions. Operational responsibility for Marlowe emissions transferred to Mitie from the acquisition date. Prior-year emissions have not been restated.

On this basis, incorporating an eight-month consolidation of Marlowe emissions alongside Mitie's full-year emissions results in a combined Group emissions intensity of 54.76 tCO₂e/£m, meeting the FY26 carbon intensity baseline target on a consistent and representative Group-wide basis.

Basis of preparation

All emissions are calculated in accordance with the greenhouse gas (GHG) Protocol and Mitie's Group reporting methodology, applying a financial control boundary and UK Government GHG conversion factors.

EI-7: GHG removals and GHG mitigation projects financed through carbon credits

As part of Phase One of Plan Zero, Mitie's approach to carbon mitigation prioritises direct emissions reduction across its operations, with carbon credits used only to address residual emissions that cannot yet be eliminated.

Mitie continues to purchase carbon credits to mitigate residual Scope 1 emissions from fossil-fuel use, primarily relating to diesel vehicles and gas-fired boilers. These emissions fall outside the scope of the Group's emissions-intensity target and are not incorporated into the gross emissions baseline or targets disclosed in this sustainability statement.

Electricity used across Mitie's built estate and fleet is supported by Renewable Energy Guarantee of Origin (REGO) certificates, which enable renewable electricity claims and are reflected within Scope 2 market-based emissions reporting. As the transition to an electric fleet accelerates, electricity consumption has increased, and the Scope 2 emissions associated with EV charging were supported by REGOs in FY26. Mitie continues to report Scope 2 emissions using both location-based and market-based methodologies.

During FY26, the acquisition of Marlowe significantly expanded the Group's operational footprint and resulted in a rebasing of emissions to reflect the enlarged Group structure. As a result, while Mitie continues to disclose and apply carbon credits in line with its mitigation hierarchy, the volume and coverage of carbon credits differs from earlier Plan Zero assumptions. This reflects growth- and acquisition-related changes rather than a change in strategic intent, with priority remaining on direct operational decarbonisation and reduction of absolute emissions over time.

EI-8: Internal carbon pricing

Mitie does not currently apply an internal carbon price within its investment appraisal or decision-making processes. This reflects the Group's strategic emphasis on delivering direct, measurable emissions reductions and the effectiveness of its existing governance and capital allocation framework in supporting progress towards Net Zero.

While Mitie recognises the potential role that internal carbon pricing can play in influencing behaviour and informing long-term investment decisions, the Group has prioritised operational actions that deliver immediate emissions impact. Through Plan Zero, these include transitioning to a zero-emission fleet, sourcing renewable electricity and reducing waste through targeted operational initiatives.

The use of internal carbon pricing is kept under review as regulatory frameworks evolve and as Mitie continues to enhance its climate-related data, modelling capability and decision-making processes. Any future consideration of internal carbon pricing would be subject to appropriate governance and alignment with Mitie's overall transition strategy.

EI-9: Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

As described in IRO-1, Mitie undertook climate scenario analysis, supported by Marsh, to assess the potential physical impacts of climate change on its operations and asset base. The analysis considered both acute and chronic physical risks, including extreme weather events and longer-term climate change impacts, across multiple time horizons.

The potential financial effects of physical climate risks were assessed using a qualitative risk-rating framework, considering likelihood and severity across Mitie's operational footprint. This assessment indicated that the majority of assets are currently exposed to low-to-medium levels of physical climate risk, with sea-level rise and increased frequency of extreme weather events identified as areas of emerging exposure over the longer term. Potential financial impacts associated with physical risks include higher operating and maintenance costs, increased capital expenditure to enhance asset resilience, and temporary reductions in productivity or service continuity. In response, Mitie has strengthened health, safety and environmental standards, expanded planned preventative maintenance programmes and enhanced business-resilience and continuity testing.

Transition risks and opportunities

Mitie has also identified a number of transition risks associated with the shift to a lower-carbon economy. These include evolving decarbonisation expectations placed on supply chains and the transition away from fossil fuels within the Group's fleet and estate. Anticipated financial effects include transitional increases in operating costs and capital investment associated with fleet replacement, infrastructure upgrades and data and reporting enhancements, as well as potential impacts on supplier pricing during the transition period. Mitie mitigates these risks through its EV-First policy for new vehicle leases, proactive supplier engagement, and targeted programmes to improve supply-chain emissions data quality and performance.

In parallel, several climate-related opportunities have been identified. These include continued expansion of Mitie's electric vehicle fleet, making it one of the largest in the UK, and evolving customer expectations for low-carbon and energy-efficient services. Through Plan Zero – Decarbonisation Delivered™, Mitie supports customers in delivering their Net Zero ambitions using in-house decarbonisation capability. The Group continues to invest in utilities optimisation, carbon-efficiency solutions and targeted acquisitions to scale its project delivery model and capture growth opportunities arising from the transition.

SI Own Workforce

Strategy

ESRS 2 SBM-2: Interests and views of stakeholders

Our vision is to be the employer of choice in our sector, recognised for how we value our people and the positive contribution we make to the communities we support. We are proud of our diverse and talented workforce, and our colleagues are proud to be part of Mitie.

Integration of workforce interests and human rights

We have set stretching goals to promote diversity, ensure fair pay and provide market-leading benefits. We offer extensive learning and development pathways, including apprenticeships, and uphold human rights through dedicated policies and training programmes. Regular colleague surveys and listening groups help us gather meaningful feedback, which in turn shapes strategic decisions.

Our Strategic People Pillars

Strengthen leadership, talent and succession pipelines:

Building leadership capability, bench strength and future-ready skills across the Group.

AI people enablement and adoption

Making HR and people processes more efficient and accessible through AI, automation and digital tools.

HR service delivery and innovation

Redesigning HR services to operate at business speed, improve colleague experience and increase resolution through digital and AI-enabled solutions.

Step change in colleague relations

Modernising and strengthening Mitie's approach to colleague relations, resolution and fairness.

Embed and drive effective performance management

Ensuring clear expectations, constructive feedback and consistent performance standards across the organisation.



ESRS 2 SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model

People strategy and business model

Mitie evaluates workforce-related risks with an understanding that individual risks are interconnected and can amplify one another. Our Enterprise Risk Management framework embeds risk considerations into all major decisions and supports delivery of our strategic priorities. Oversight of this framework sits with the Group Risk Committee, which provides assurance to the Board and the Audit & Risk Committee. We regard strong risk management as a source of competitive advantage, recognising the importance of human behaviour and the differing risk perspectives across the organisation.

We have identified key risks and opportunities affecting our workforce, including labour turnover, shortages of critical skills, wellbeing challenges and modern slavery.

Our workforce is made up of directly employed colleagues, self-employed workers and individuals supplied through third parties. To mitigate these risks, we offer wide-ranging training, enhanced working conditions and comprehensive mental health and wellbeing support. Positive opportunities include leadership development, diversity and inclusion initiatives, and ongoing professional development.

As one of the UK's largest employers, our colleagues are central to Mitie's success and that of our customers and contribute significantly to the UK economy. We prioritise colleague safety and wellbeing, listen actively, take action and celebrate the diversity of our workforce. Our goal is to be a 'Great Place to Work' for everyone, offering strong career development paths and recognising contribution at every level. We remain committed to building the skills required for the future, supporting both our long-term growth and wider societal benefit. Our material risks and opportunities are particularly relevant for specific workforce groups, including underrepresented communities, colleagues operating in higher-risk environments and those based in regions with elevated risk profiles. We work proactively to reduce these risks and harness opportunities to foster a safer, more inclusive and more resilient working environment.

MyMitie

We are continually evolving our Employee Value Proposition (EVP), MyMitie:



MyVoice

Ensuring our colleagues have their say and their voices are heard

FY26 achievements

Held 14 Board listening sessions and facilitated 324 events through Team Talk Local



MyCommunity

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

FY26 achievements

Delivered 35,706 volunteering hours across the Group



MyAchievement

Recognising the successes of our colleagues

FY26 achievements

Held our annual achievement event at The Shard, after issuing over 31,000 Mitie Stars during the year. Total amount awarded was £83,500; £66,000 in monthly prizes and the top three winners receiving £10,000, £5,000 and £2,500, respectively



MyCareer

Our learning and development offering

FY26 achievements

Supported over 1,800 colleagues through apprenticeships



MySlice

Our industry-leading benefits package

FY26 achievements

£360,000 colleague saving through MySlice and issued free shares for the sixth consecutive year



MyStory

Our colleagues telling their own stories to inspire others and drive belonging

FY26 achievements

Our 'This is Me' campaign uses real Mitie colleagues and their lived experiences to build trust, create relatable role models and encourage open conversation, supporting long-term cultural change.

The campaign also encourages colleagues to update their diversity data in People Hub, helping close data gaps and better tailor support. We achieved 100% completion for gender and ethnicity data. Since April 2025, disability declarations have increased by 14% in absolute terms, with representation rising from 1.70% to 1.80% (March 2026), despite overall headcount growth. LGBTQ+ declarations increased by 11.4%, with representation rising from 3.76% to 3.80%.

We have also expanded our data categories, including parents and carers, and enhanced military-related disclosures to improve our understanding of workforce demographics. Improved disclosure reflects growing trust and psychological safety, with colleagues increasingly confident to share their identities.

Impact, risk and opportunity management

SI-1: Policies related to own workforce

Policies

Our policies address the management of our material impacts on our own workforce, as well as associated material risks and opportunities. They apply to all Mitie colleagues in all operating countries.

People Policy

Mitie's People Policy addresses the management of material workforce impacts, including fair employment, health and safety, wellbeing, learning and development, and colleague engagement. It applies to all colleagues and supports the mitigation of workforce-related risks and the advancement of positive employment outcomes.

Equality, Diversity and Inclusion (ED&I) Policy

Mitie's ED&I Policy sets out the standards and requirements for preventing discrimination and promoting equality of opportunity across recruitment, employment and progression. It applies to all colleagues and supports the identification, prevention and remediation of discrimination, harassment and victimisation.

Quality, Health, Safety and Environment (QHSE) Policy

Mitie's QHSE Policy sets out the framework for managing health, safety and wellbeing risks across operations, including compliance, risk assessment, training and performance monitoring. It applies to all colleagues and contractors.

One Code

The One Code sets out the behavioural and ethical standards expected of all colleagues, providing a clear framework for integrity, respect, inclusion and speaking up across the organisation. It defines how colleagues are expected to behave in their day-to-day roles and in decision-making.

Employee Handbook

Mitie's Employee Handbook sets out the employment policies, procedures and practical arrangements that govern the colleague experience, including health and safety, wellbeing, equality, grievance and disciplinary processes. It provides clear guidance on pay, benefits, learning and career development, and access to support, ensuring transparency and consistency across the workforce. The Employee Handbook complements the One Code, which defines the behavioural and ethical standards expected of all colleagues, by explaining how Mitie's employment policies are applied in practice and the routes available for raising concerns and accessing protection.

SI-2: Processes for engaging with own workers and workers' representatives about impacts

Engaging our colleagues

Mitie encourages an open culture where colleagues feel confident raising concerns, including with senior leaders. Our 360° listening approach ensures everyone has opportunities to be heard, supported by our MyVoice Survey, which gathers feedback across a wide range of topics. In FY26, we delivered 324 engagement sessions through our Team Talk Local programme. This framework equips leaders with the tools, materials and confidence to run high-quality conversations tailored to their teams. Each session follows a structured agenda, including a video update from our CEO, Phil Bentley, with dedicated time for open dialogue. A strong 'you said, we did' focus ensures transparent two-way engagement, with insights captured centrally to inform future activity.

Colleagues can also participate in our six ED&I networks, which provide spaces to share experiences, raise awareness and challenge bias. Each network has an executive sponsor, with Board members regularly attending events. For urgent or sensitive matters, colleagues can access 'Speak Up', our 24/7 whistleblowing line, alongside channels such as 'Grill Phil' and the Board Listening programme, which provide direct access to senior leadership.

Mitie's Internal Communications Director oversees all internal communication channels, ensuring alignment with the Group's Facilities Transformation Plan. The function promotes transparency, strengthens feedback loops and ensures colleagues understand how their work contributes to Mitie's success.

One of the main challenges to engagement is ensuring consistent digital access across a dispersed workforce with varying levels of digital literacy. In response, we deployed 48,000 Teams for Frontline licences, providing all UK colleagues with a consistent digital platform to connect, access information and engage with the business.

SUSTAINABILITY STATEMENT

continued

Annual survey – MyVoice

Mitie's annual colleague engagement survey, MyVoice, provides a Group-wide view of culture and engagement, with results reviewed by management and the Board.

The October 2025 survey reported an engagement score of 74%. To support progress towards our ambition of world-class engagement (85%), we are focusing on five macro areas:

Insights and actions undertaken in FY26

Upload survey insights (You Said)	Action taken (We Did)
Streamline process and remove barriers to execution	<ul style="list-style-type: none">• Accelerate process reimagination and optimisation• Invest in enterprise-wide change management capabilities• Launch Employee Experience Board
Strengthen rewards and personal growth opportunities	<ul style="list-style-type: none">• Conduct market reviews for critical skills (Green, Engineering and Projects)• Review career pathways, particularly in Technical Services (TS)• Refresh 'MySlice' campaign to promote total benefits offer• Amplify non-monetary rewards at an enterprise level
Enhance cross-team communications and collaboration	<ul style="list-style-type: none">• Move to an enterprise-first communications strategy• Optimise the technology and tools already available• Use new behaviour framework to drive a renewed focus on collaboration
Focus on 'at risk' teams and contracts	<ul style="list-style-type: none">• Implement targeted performance improvement actions on underperforming contracts, prioritising those approaching renewal• Set up peer-to-peer mentor groups to share learning across key account managers• Review Wellbeing strategy to proactively identify any risks
Embed engagement in strategy and accountability	<ul style="list-style-type: none">• Ensure engagement scores and feedback are embedded into all contract/team/operational reporting• Implement continuous listening by leveraging the power of Microsoft Glint• Strengthen our focus on disability disclosure

Building capability to support engagement

To support effective engagement and ensure colleagues can fully participate, Mitie continues to invest in building skills, capability and a shared understanding of expectations across the organisation. This includes targeted programmes that strengthen digital confidence, commercial capability and ethical decision-making, enabling colleagues to engage more effectively with each other and with the business.

Digital Academy

Mitie's Digital Academy is a single, accessible learning ecosystem designed to build digital, data and AI capability across the workforce. It brings together self-directed, facilitated and community-led learning, alongside professional qualifications, under a consistent framework aligned to our Digital Standards.

We have invested over £3.5m of apprenticeship levy funding to support recognised qualifications and developed a network of over 170 Copilot Champions to drive peer-to-peer learning. Communities focused on Microsoft 365 and Copilot now include more than 2,200 members, supporting adoption and collaboration. The Digital Standard programme was launched in May 2026, establishing a baseline level of capability for all colleagues. This is complemented by a Digital Essentials pilot, delivered with the Digital Poverty Alliance, to support colleagues with lower levels of digital access or confidence.

Ignite 360

Ignite 360 is Mitie's Growth Academy, designed to strengthen capability across Business Development and Account Management. Structured around our Find, Win, Grow and Keep framework, it combines digital learning, workshops, coaching and peer-led learning to build consistent commercial capability. Since launch, colleagues have completed over 2,000 digital modules and taken up more than 350 workshop places, with participants reporting an average 35% increase in confidence and capability. The programme supports stronger customer relationships and more consistent delivery across the contract lifecycle.

One Code

One Code is Mitie's enterprise-wide Code of Conduct, bringing together our values, policies and expected behaviours into a clear, practical framework. It is designed to ensure colleagues understand expectations, make informed decisions and feel confident speaking up. The learning uses real-world scenarios and colleague experiences to reinforce expected behaviours, supported by ongoing internal communications and leadership engagement.

As at year-to-date, 59,593 colleagues, representing 84% of UK colleagues, have completed One Code learning.

SI-3: Processes to remediate negative impacts and channels for own workers to raise concerns

Whistleblowing service – ‘Speak Up’

Mitie promotes a culture built on openness, transparency and trust, encouraging colleagues to raise concerns at any time. Our ‘Speak Up’ service provides a confidential route for reporting issues such as bullying, harassment, discrimination, health and safety concerns and potential fraud. The service allows anonymous reporting by colleagues, customers, suppliers and other third parties, and is accessible via a freephone hotline and online portal. Information about the service is available in multiple languages through posters, the Employee Handbook and MitiePeople.com.

All reports are reviewed independently to avoid any conflicts of interest. Mitie’s Whistleblowing Investigation Group, comprising the Deputy General Counsel and senior Internal Audit leaders, considers all submissions, and the Board receives regular updates on whistleblowing activity. Our Employee Handbook sets out the protections available to whistleblowers and reminds colleagues that retaliation, whether formal or informal, is strictly prohibited. Ensuring colleagues can raise concerns without fear of retaliation is central to our culture.

SI-4: Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

Material impacts and opportunities

Mitie recognises several significant workforce-related IROs, including high turnover, shortages of critical skills, wellbeing challenges and risks linked to modern slavery. To address these, we provide a wide range of training programmes, flexible working options, strengthened health and safety processes and comprehensive mental health support. We also leverage positive opportunities through leadership development, diversity and inclusion initiatives and continuous professional development. Our colleague networks, such as Mitie Women Can and Proud to Be, help promote inclusion and create safe spaces for colleagues to connect and share experiences.

During FY26, Mitie strengthened its workforce culture and conduct framework through the launch of a refreshed One Code, reinforcing clear behavioural expectations aligned to our values and zero-harm culture. The One Code supports consistent decision-making, promotes respectful and inclusive behaviours, and underpins our speak-up arrangements and protections against retaliation.

Alongside the refreshed One Code, Mitie introduced a new behaviour framework during FY26 to reinforce how our values and expectations are lived day-to-day across the organisation. The behaviours provide practical guidance for leaders and colleagues, supporting positive culture, inclusion, psychological safety and accountability, while strengthening alignment between people practices, decision-making and our zero-harm ambition.

This behavioural framework is supported by the Employee Handbook, which provides colleagues with clear guidance on employment processes, access to support and routes for raising concerns. Together, these measures help Mitie mitigate risks related to misconduct, discrimination and wellbeing, while fostering a high-performing, inclusive working environment.

Our risk and sustainability governance outlines the actions taken, their effectiveness and measurable outcomes. We set ambitious objectives on diversity, fair pay and benefits, and use colleague feedback, through surveys, Board Listening sessions and other channels, to inform strategic decisions.

We monitor effectiveness through a range of indicators, including engagement results, Glassdoor ratings, attrition and diversity metrics. We maintain high ethical standards across procurement, sales and data management, and prioritise colleague wellbeing and safety. Technology also plays a key role: through our partnership with Wipro, we are using automation and AI to reduce manual workloads and allow colleagues to focus on higher-value activity, while the MyMitie app supports communication and engagement.

Metrics and targets

SI-5: Targets related to managing material negative impacts, advancing positive impacts and managing material risks and opportunities

Targets – impacts and opportunities

Mitie has established clear, time-bound targets to build an inclusive and supportive working environment, minimise negative impacts and maximise positive ones. These targets align with our wider strategic priorities and guide how we manage workforce-related risks and opportunities. We continue to adopt technology to enhance the colleague experience, broaden employment opportunities and strengthen operations.

To reduce negative impacts, we are addressing attrition through an improved EVP, expanded training, flexible working options and a strong focus on health and safety. We remain committed to eliminating modern slavery, supported by robust monitoring and compliance activities.

To enhance positive impacts, we are increasing diversity in leadership roles and expanding our apprenticeship programmes to strengthen capability in leadership, business and STEM disciplines. Our diversity commitments are underpinned by targets to ensure fair pay and leading benefits. We continue to embed learning and development opportunities across the business, alongside strong human rights policies and training.

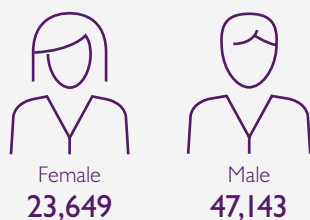
Our previous five-year plan, incorporating our social value framework, concluded in FY25. During FY26, the ESG Committee has developed a new ESG Strategy outlining the five-year plan for our 2030 ambitions. These targets and our performance against them are set out on page 130.

SI-6: Characteristics of Mitie's employees

At 31 March 2026, Mitie Group plc had a total of 84,024 employees.

For countries with 50 or more employees, the breakdown is as follows:

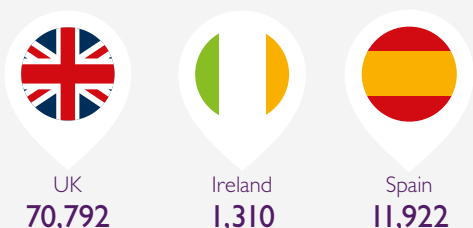
Employees by gender (UK only)



Employees by contract type, broken down by gender (UK only)

Headcount/FTE	Female	Male	Total
Number of employees	23,649	47,143	70,792
Number of permanent employees	23,086	46,455	69,541
Number of temporary employees	416	569	985
Number of non-guaranteed hours employees	147	119	266
Number of full-time employees	11,122	34,834	45,956
Number of part-time employees	12,527	12,309	24,836

Employees by country



Note: gender breakdown data is UK only.

Global employees by contract type, broken down by region

Headcount/FTE	UK	Ireland	Spain	Total
Number of employees	70,792	1,310	11,922	84,024
Number of permanent employees	69,541	1,285	9,836	80,662
Number of temporary employees	985	25	2,086	3,096
Number of non-guaranteed hours employees	266	0	0	266
Number of full-time employees	45,956	638	6,233	52,827
Number of part-time employees	24,836	672	5,689	31,197

Methodologies and assumptions used to compile data

- Colleague data is collected through Mitie's internal HR systems and verified by cross-referencing with payroll records
- Non-guaranteed hours employees are assumed to work an average of 20 hours per week unless specified otherwise by their contracts. This assumption helps in calculating full-time equivalent (FTE) for non-guaranteed hours employees

Contextual information

- The data includes all employees directly employed by Mitie, as well as those on temporary and non-guaranteed hour contracts
- The data is compiled by aggregating information from various departments and ensuring consistency in reporting across different business units

SI-9: Diversity metrics

UK gender and age breakdown



Board

Female: 4
Male: 4

Senior leadership team (SLT)

Female: 21
Male: 45



Employees over 50 years old

Female: 10,680
Male: 19,053

Employees 30 to 50 years old

Female: 9,458
Male: 19,780

Employees under 30 years old

Female: 3,511
Male: 8,310

SI-12: Persons with disabilities

UK gender breakdown



Employment of persons with disabilities

Female: 2.18%
Male: 1.60%

SI-10: Adequate wages

Living wage

Mitie is committed to fair and equitable pay. As a Recognised Service Provider with the Living Wage Foundation, we actively encourage customers to adopt the Real Living Wage by demonstrating its value. We met our FY26 commitment to ensure that all colleagues whose pay is set directly by Mitie receive at least the Real Living Wage.

Colleague benefits

Through our MySlice benefits platform, colleagues can access a wide range of benefits including life assurance, health insurance, virtual GP services, mortgage advice and lifestyle discounts. Our reward offer includes free share awards, performance-related incentives and participation in share schemes such as Save As You Earn. Frontline colleagues have received free shares in each of the past five financial years, including a double free share award of 200 shares last year.

We continue to enhance our support for colleagues, offering improved maternity and paternity pay, alongside carer's leave of one week unpaid annually. In FY26, we further strengthened our benefits package, with a renewed emphasis on frontline-focused recognition and incentive schemes.

- 8.6m free shares were awarded to colleagues in FY26 as part of our first double award, with a higher number of shares granted to our frontline colleagues
- Colleagues saved a total of £419,600 through the MiDeals employee discounts portal
- 31,355 Mitie Stars were issued as part of Mitie's recognition scheme
- £83,500 was awarded in prizes to Mitie Star recipients

SI-13: Training and skills development metrics

Learning throughout Mitie

Mitie aims to provide more than employment; we want colleagues to have clear opportunities for professional and personal development. Colleagues are encouraged to take ownership of their learning journeys through our extensive internal offering. In FY26, more than 632,962 learning courses were completed across a broad range of topics, averaging 8.3 courses per colleague.

We supported over 1,800 apprentices across more than 120 programmes, ranging from level 2 to level 7 and covering technical, professional and managerial qualifications. Over £7.5m of apprenticeship levy funding was invested in Mitie apprentices and through levy-gifted placements supporting 54 external apprentices across 32 organisations. Mitie has been recognised as a Top 100 Apprenticeship Employer for the third consecutive year.

We continue to build on our award-winning Count Me In inclusion learning campaign, complemented by our Women in Leadership programmes. The first cohort of our level 7 programme achieved a 100% pass rate with distinction. We also run level 3 and level 5 programmes to maintain a strong pipeline of future female leaders and our people-manager development programme, Leading Together, received external recognition as 'highly commended' at the Business Culture Awards. To date, 88% of people managers have completed the programme, and 94% have completed the accompanying Leading with Respect course.

We are committed to creating sustainable careers by equipping every colleague with the digital, data and AI skills needed to thrive in a rapidly changing world. Through our enterprise-wide Digital Academy, we provide a single, accessible destination for skills development, from essential digital literacy for frontline colleagues to advanced data and AI qualifications delivered in partnership with leading organisations such as Microsoft, Corndel and Imperial College London. This blended model of self-directed learning, facilitated training, professional accreditation and peer-to-peer support ensures all colleagues can build confidence, stay safe online, improve productivity and grow their careers.

By investing in digital capability at every level, we are strengthening our workforce, supporting employability and building the skills foundation needed for a sustainable future.

In FY26, 88.4% of salaried employees received an end-of-year performance review (FY25: 82.6%).

Year	Salaried headcount	Rating completion	% completion
2022	20,079	14,723	73.3
2023	20,002	15,696	78.5
2024	21,909	18,166	82.9
2025	24,520	20,264	82.6
2026	25,307	22,378	88.4

SI-14: Health and safety metrics

Health, safety and wellbeing

Mitie places strong emphasis on health, safety and wellbeing by promoting collaboration and equipping colleagues to take ownership of safe working practices. Our zero-harm goal, underpinned by our Values and the LiveSafe programme, drives improvements in performance, accountability and innovation, while helping to reduce accidents and absence.

Our FY26 results demonstrate this commitment. Through MyWellbeing initiatives, we supported colleague safety across the business, carrying out 13,815 LiveSafe visits and recording 147,912 hazard observations. During Mental Health Awareness Week, we increased awareness and support through MiNet communications and drop-in sessions, and we now have over 400 trained mental health first aiders across the organisation.

We also held Stand Down Days in FY26, pausing operations to hold focused safety conversations, encourage open dialogue and reinforce risk prevention behaviours. The impact of our LiveSafe approach was reflected in our external recognition, with Mitie receiving 19 RoSPA Gold awards during the year, including for the first time a Group-wide Gold Award for overall health and safety, and a Group-wide Gold Award for our fleet safety management. In FY26 we were also the proud recipients of the British Safety Council 5 Star Audit award for Group. This is a world-class, gold standard, and we are the only business currently in the FTSE 250 to hold this accolade.

Mitie's ISO 45001-accredited health and safety management system covers all colleagues. FY26 performance metrics:

- Total recordable incident rate: 1.93 per 100,000 hours worked
- Lost time injury rate (>7 days absence): 0.08 per 100,000 hours worked. (This differs from the Group LTIFR reported in the Annual Report and Accounts, which includes all lost time injuries (≥1 day absence) and is presented per 1,000,000 hours worked)
- Near miss reporting rate: 1.54 per 100,000 hours worked
- Health and safety training hours: 146,138 hours (third party specialist)

SUSTAINABILITY STATEMENT

continued

These metrics reflect our commitment to continuous improvement and colleague competency.

Description	Value
Percentage of people in own workforce who are covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines	100%
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	0
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking's sites	0
Number of recordable work-related accidents for own workforce	2,773
Rate of recordable work-related accidents for own workforce	1.93
Number of cases of recordable work-related ill health of colleagues	36
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to colleagues	8,110

SI-17: Incidents, complaints and severe human rights impacts

Discrimination incidents related to equal opportunities and grievances and complaints related to other work-related rights

Mitie provides several routes for colleagues to report any concerns relating to discrimination or harassment, including raising issues with their line manager, submitting a grievance or using the whistleblowing hotline.

All discrimination-related grievances are investigated fully by independent managers, and colleagues retain the right to appeal if they disagree with the outcome. Mitie operates a strict zero-tolerance approach to discrimination; where issues are identified, appropriate actions may include targeted training, reinforcement of relevant policies or formal disciplinary measures to ensure issues are resolved effectively.

We ensure colleagues, and their representatives, feel informed, supported and protected when raising concerns. This is achieved through regular training, clear and accessible policy communication, a strong emphasis on confidentiality and a firm commitment to preventing any form of retaliation.

Identified cases of severe human rights issues and incidents

Mitie did not identify any severe human rights issues or incidents involving its own workforce during FY26. We also recorded no breaches of the UN Global Compact principles or the OECD Guidelines for Multinational Enterprises relating to severe human rights matters within our direct workforce.

GI Business Conduct

Impact, risk and opportunity management

GI-I: Corporate culture and business conduct policies

Policies

Our policies address the management of our material impacts for business conduct, as well as associated material risks and opportunities. They apply to all Mitie colleagues in all of the countries in which we operate.

Ethical Business Practice Policy

Mitie is committed to ethical and moral stewardship, with zero tolerance for bribery, corruption, tax evasion and fraud. We comply with international sanctions and protect customer confidentiality. Our policy promotes safe working conditions, human rights and labour standards. We do not engage in political activities but do participate in policy debates that are relevant to our business. Colleagues are encouraged to report unethical behaviour.

Procurement Policy

Our Procurement Policy outlines Mitie's procurement processes, emphasising ethical business practices, financial controls and supplier selection. It mandates compliance with legal standards, separation of duties and conflict of interest management. The policy also covers contracting, tendering thresholds, supplier due diligence and contract administration, ensuring transparency, accountability and sustainability in procurement activities.

Modern Slavery Statement

Mitie is committed to eliminating modern slavery and human trafficking. Our 2025 statement outlines our efforts, including due diligence, risk assessment and stakeholder engagement, while we also upgraded our screening platform and collaborated with the Cabinet Office. We work with around 8,800 suppliers, requiring transparency and compliance from each of them. In FY26, no incidents of modern slavery were identified, and we continue to closely monitor any high-risk suppliers.

Whistleblowing Policy

Our Whistleblowing Policy aims to identify and address issues of fraud, corruption and other misconduct within Mitie. It applies to all colleagues, including managers, directors, contractors and temporary staff. The procedure encourages colleagues to raise concerns about unlawful conduct, financial malpractice, health and safety dangers, environmental damage, modern slavery and breaches of internal rules. Concerns can be reported confidentially through an independent whistleblowing service, reports are investigated independently and colleagues are protected from retaliation.

Mitie Fraud Framework

The Mitie Fraud Framework establishes controls to prevent and detect fraud within Mitie. It mandates the reporting of suspected fraud to the Internal Audit team or via a whistleblowing helpline. The framework includes investigation procedures, confidentiality measures, and responsibilities for managers and supervisors. It also outlines specific fraud risks and controls, alongside the importance of maintaining high ethical standards.

GI-2: Management of relationships with suppliers

Engaging our supply chain

Mitie works in partnership with its suppliers to maintain strong, transparent and ethical relationships that support long-term value creation. We recognise that our suppliers play a critical role in delivering responsible outcomes for our customers, communities and the environment. Our Procurement Policy sets clear expectations for ethical conduct, sustainability and compliance across all sourcing and purchasing activities.

Our approach to supply chain management focuses on both reducing risk and promoting responsible business practices. Through the Mitie Supplier Management Framework, we undertake thorough due diligence at onboarding, combined with ongoing monitoring and structured reviews. We use a combination of digital tools, including Coupa DSP, EcoVadis supplier assessment and our Supplier Portal (Mitiesuppliers.com) to support transparency and efficiency across sourcing, onboarding and ongoing supplier management.

Social, environmental and ethical considerations are embedded into our supplier selection and management processes consistent with our Sustainable Procurement Policy, which seeks to deliver value while supporting society and minimising environmental harm. We apply due diligence assessments for suppliers, including human rights and modern slavery risk. We also collaborate with strategic service providers and the Cabinet Office to help suppliers identify and address modern slavery risks.

During the year, Mitie launched its Supplier Sustainability and Social Value Charter, to support supplier engagement, transparency and continuous improvement across environmental, social and ethical priorities.

Recognising the diversity of our supply base, Mitie provides targeted support to suppliers, including SMEs and VCSEs, offering guidance, training and practical resources to help them understand our ESG expectations, build capability and demonstrate compliance. Through our collaborations with the Supply Chain Sustainability School and other partners, we help suppliers to develop their knowledge of environmental management, and to understand and manage social and environmental risks. Our Supplier Social Value Policy reinforces principles of fairness, inclusion, accountability and sustainability across the supply base.

GI-3: Prevention and detection of corruption or bribery

Our anti-corruption and anti-bribery framework

Mitie is committed to preventing and detecting bribery and corruption throughout its operations. Our comprehensive framework comprises policies, procedures and training designed to uphold strong ethical standards.

Mitie has also strengthened its fraud risk management framework in preparation for the Economic Crime and Corporate Transparency Act (ECCTA), including a Group-wide fraud risk assessment that incorporates the 'failure to prevent fraud' offence. Colleagues must comply with anti-bribery legislation, maintain accurate financial records and report any suspected incidents. Concerns can be raised via the confidential 'Speak Up' service or directly with line managers or our Legal team.

Any concerns relating to potential breaches of our Anti Bribery and Corruption Guidance or Code of Conduct must be reported in line with internal procedures set out in the Ethical Business Practice Policy and Whistleblowing Procedure.

Investigations are conducted by our independent Investigation team, part of Group Internal Audit, ensuring objectivity and confidentiality. Findings are reported to relevant stakeholders, including leadership of the affected business unit and the Audit & Risk Committee, and action plans are issued to ensure accountability and remedial action.

All colleagues have access to policies and procedures through our intranet, and in FY26 we delivered mandatory training to all at-risk workers, with optional training available to others.

Metrics and targets

GI-4: Confirmed incidents of corruption or bribery

Corruption and bribery metrics

We identified no failings in the actions taken to respond to potential breaches of our anti-corruption or anti-bribery procedures. Neither Mitie nor any member of its workforce was involved in legal proceedings relating to corruption or bribery during the year.

GI-5: Political influence and lobbying activities

Our approach to political influence and lobbying

Mitie maintains a transparent and responsible approach to political influence and lobbying. Guided by our Code of Conduct, we uphold strict political neutrality when engaging with government, regulators and the wider public sector. While colleagues are free to participate in political activity, they must make clear that any views expressed are their own.

Political engagement is overseen by the Director of Corporate Affairs, who ensures compliance with all ethical policies. Mitie does not make political donations of any kind, and the Code of Conduct prohibits colleagues from making donations on behalf of the Company.

Mitie's lobbying activities include a broad range of public policy areas, including:

- Advocacy for skills development, particularly in green and digital skills, alongside Apprenticeship Levy reform
- Engagement with the UK Government on its clean power and energy security ambitions
- Elevating our position on creating Safer Communities, including associated initiatives around Retail Crime, the Worker Protection Act, and Violence against Women and Girls (VAWG)
- Ad-hoc lobbying activity that falls outside the scope of the above core pillars, including work related to public procurement, social value, employment rights and opportunities, cyber security, and immigration & justice

These activities align with Mitie's material impacts, risks and opportunities identified in our materiality assessment, ensuring that our lobbying efforts support our strategic goals and sustainability commitments.

GI-6: Payment practices

Our payment practices

Mitie is committed to transparent and responsible payment practices, recognising the importance of prompt payments to suppliers. On average, we take 40 days to pay invoices from the date the contractual or statutory payment term begins, and we target payment of 97% of suppliers within 60 days.

We have implemented strong controls to prevent late payments to SMEs, supported by our digital supplier platform, which provides visibility and efficiency in supplier management. We continuously monitor and refine our payment processes to ensure they remain aligned with our ethical standards and help safeguard supplier financial stability.