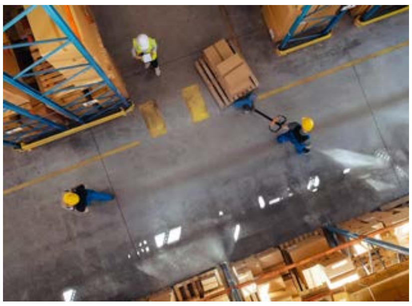
Pathways to sustainable futures

Mitie Group plc
ESG Report 2026

In this report



Pathways to sustainable futures

At Mitie, we believe better places create thriving communities. During FY26, we deepened our commitment to environmental and social impact through our dual strategies, Plan Zero and Plan Thrive, now underpinned by new long-term Environment, Social and Governance (ESG) targets running to FY31. From growing our electric fleet to lifting colleague engagement to 74% and rewarding over 31,000 colleagues through our recognition scheme, we have delivered measurable progress. Our purpose of Better Places; Thriving Communities, continues to unite everyone at Mitie, from the Board to frontline colleagues, around a shared commitment to help shape the communities where we live and work.

Our ESG progress in FY26

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This year, we completed Phase One of Plan Zero, reaching an effective Net Zero position on Scope 1 and 2 emissions and transitioning 67% of our fleet to electric, milestones I am genuinely proud of. But the measure of Mitie is not only our carbon reduction: it is the 35,706 volunteering hours our colleagues gave to their communities, the 1,800 apprenticeships we supported, the free shares issued to frontline workers for the sixth consecutive year, and the Royal Warrant awarded to our cleaning colleagues for their service to the Royal Household. Better Places; Thriving Communities is not a tagline, it is how we run this business. I am personally committed to every target in this report, environmental and social, and to the 84,000 colleagues who make it possible.

Phil Bentley
Chief Executive Officer
Mitie Group

Purpose in action

At Mitie, our purpose, Better Places; Thriving Communities, is not simply a statement of intent. It shapes our strategy, informs our decisions, and inspires our colleagues to create positive impact for customers, communities, and the environment. In FY26, that purpose was tested by the scale of our growth, and I am proud to say it held firm.

Plan Zero: Phase One delivered

This year marked the conclusion of Phase One of Plan Zero; our five-year decarbonisation initiative launched in 2020. At 31 March 2026, 67% of our fleet had transitioned to electric vehicles (EVs), with 6,406 EVs in operation, more than 2,400 vehicles beyond our original expectations, even as the fleet expanded significantly through organic growth and acquisition. Alongside 100% renewable electricity procurement for our estate and EV charging, we have achieved an effectively Net Zero position for Scope 1 and 2 emissions on a market-based reported basis. That is a significant milestone. And while we acknowledge it does not yet meet the stricter Science Based Targets initiative (SBTi) definition of Net Zero, it represents a credible, transparent and substantial step forward.

The acquisition of Marlowe in August 2025 transformed the scale of our business, adding 1,900 fossil fuel vehicles to our fleet and materially expanding our operational footprint. Rather than obscure this complexity, we have chosen to re-baseline our emissions and set a fresh, credible trajectory for Plan Zero 2.0, one that reflects the Mitie of today and provides a robust platform for deeper, long-term decarbonisation across Scopes 1, 2 and 3. Our new emissions-intensity target, running from FY26 to FY31, sets out a clear pathway to a 50% absolute reduction by 2030, aligned to the enlarged Group.

Recognition and social impact

For the third consecutive year, we have been recognised on the Carbon Disclosure Project (CDP) Climate A List. We achieved overall winner and Platinum status in the Sustainable Facilities Management Index, and our EcoVadis rating improved to 80, validating the quality of our disclosures and governance, while reminding us that ratings are a means, not an end.

The impact of Plan Thrive is also being recognised beyond Mitie. We were ranked 16th in the Top 100 Apprenticeship Employers and awarded Ambassador Status, the highest level of recognition under the Social Recruitment Advocacy Group Chartermark. Across the Group, colleagues dedicated 35,706 volunteering hours to local communities, surpassing our target of 25,000. Over 1,800 colleagues were supported through apprenticeships, with more than £7.5m of levy funding invested. We issued free shares to frontline colleagues for the sixth consecutive year and completed 632,962 learning courses across the Group. These are not footnotes to our financial results; they are integral to how we earn and sustain our licence to operate.

A Royal Warrant and a responsible business

I am also delighted to share that, in May 2026, Mitie Cleaning & Environmental Services Limited was granted a Royal Warrant of Appointment to His Majesty King Charles III. This is a deeply proud moment for Mitie and a testament to the dedication, professionalism and consistently high standards delivered by our colleagues who support the Royal Household, a relationship built over more than five consecutive years. Royal Warrants are widely regarded as a mark of trust, quality and excellence, and this recognition sits alongside our broader commitment to delivering outstanding service to every customer we serve, in every environment where we work.

Building an inclusive future

Inclusion remains both a strength and an area where we must do more. Our ranking as the 10th Top Inclusive Employer demonstrates that progress is being recognised externally, but we know there is more to do. We made further progress with racially diverse representation in leadership reaching 18%, moving closer to our 20% target.Women in leadership, at 32%, remains short of our 40% ambition.We are candid about this and are strengthening the pipeline of female talent through targeted development, diversity targets at middle management level and enhanced succession planning.

Our ambitious FY31 targets

Our new strategic Environment, Social and Governance (ESG) targets for FY26 to FY31 represent our most ambitious commitments to date. They encompass the full scope of the enlarged Group, are aligned to the United Nations (UN) Sustainable Development Goals (SDGs) and are designed to be measurable, transparent and stretching. We hold ourselves to these commitments publicly, and I am personally committed to their delivery.

Plan Zero 2.0: The next chapter

Underpinning all of this is our Climate Transition Plan, a Board-approved framework embedded in our strategy, capital allocation and financial planning. It is not a document that sits on a shelf; it is the mechanism through which our decarbonisation commitments are translated into operational decisions, investment priorities and supplier expectations. Phase One is delivered. Phase Two, Plan Zero 2.0, now begins from a re-baselined, credible starting point that reflects the Mitie of today. Our near-term focus is Scope 3, where progress depends on supplier engagement, data maturity and operational change across our value chain. We will resubmit to the SBTi for a validated target trajectory aligned to 1.5°C and the FY26 baseline. The Climate Transition Plan gives our customers, investors and colleagues the confidence that our Net Zero ambitions are not aspirational statements, but structured, governed and funded commitments.

Thanks to our colleagues

I want to thank every one of our 84,000 colleagues for the role they play in making Mitie a business that is genuinely proud of how it operates, not just what it delivers.

Phil Bentley
Chief Executive Officer
Mitie Group

What we do

Our purpose: Better Places; Thriving Communities

We believe better places lead to thriving communities. When people have better places, it is easier for them to connect and collaborate, to feel safe and secure, and to belong. It drives us to make every place we touch safer, cleaner and more secure and sustainable.

Our approach

Better places do not happen by accident. It takes care, attention and a blueprint for the future. At Mitie, we create zero-carbon, technology-enabled places that are safe, connected, responsive and resilient: all backed by data, so that every decision we make delivers. We are the Future of High Performing Places.

Play the Mitie video
tinyurl.com/4TDWMP5X

Our customers' evolving needs

Optimising asset performance and maximising productivity

Creating healthier and more sustainable spaces

Protecting people, property and assets

Transforming estates, workplaces and customer experience

Accelerating the path to Net Zero

Complying with increasingly stringent building regulations

FACILITIES MANAGEMENT

Engineering Maintenance

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

Security

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

Hygiene

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

FACILITIES TRANSFORMATION

Projects

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

FACILITIES COMPLIANCE

Fire & Security / Water & Environmental Services

We provide national, end-to-end compliance across fire and security, water and air quality management, electrical testing and asbestos services. We work with customers, including those in the most complex and regulated industries, to protect critical environments, avoid disruption to operations, extend asset lifespans and meet sustainability targets.

Delivering our capabilities through two business divisions

Our Facilities Management, Transformation and Compliance capabilities are delivered through two divisions, each with specialist capabilities and sector focus:

Business Services (£3.0bn revenue)

- Security
- Hygiene & Landscapes
- Central Government
- Immigration & Justice
- Facilities Compliance
- Spain

Technical Services (£2.6bn revenue)

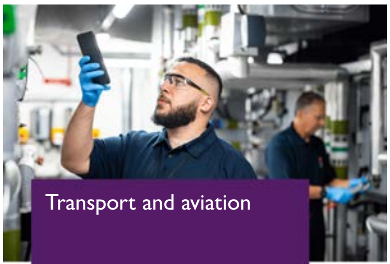
- Engineering
- Defence
- Healthcare, Local Government & Education

Our customers

We have a loyal and diverse blue-chip customer base across a broad range of sectors, including those showcased below.

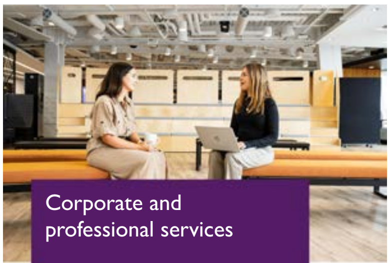
Retail, logistics, hospitality and leisure

ALDI, amazon, AS Watson, B&Q, Boots, co op, DP WORLD, FedEx, halfords, IKEA, LIDL, M&S EST. 1884, PRIMARK, Sainsbury's, Starbucks, Superdrug, Travelodge, UNIBAIL RODAMCO WESTFIELD, WHITBREAD



Transport and aviation

ABP, Birmingham Airport, Bristol Airport, BRITISH AIRWAYS, eurostar, GWR, Heathrow, Hilton FOR THE STAY, London City Airport, manchester airport, NATS, NetworkRail, SOUTH WEST TRAINS, Transport for London



Corporate and professional services

EY, Hammerson, JLL, Landsec, LLOYDS BANKING GROUP, MARSH, nationwide, oneAIM, Standard Life, vodafone

Manufacturing

Aston Martin · BAE Systems · Bayer · BMW · Fujitsu · INEOS · Kellogg's · McCormick · pladis · Rolls-Royce · Stellantis · Toyota · Unilever · Walkers

Public sector

Bank of England · Department of Health & Social Care · Department for Transport · Department for Work & Pensions · Driver & Vehicle Licensing Agency · Essex County Council · Foreign & Commonwealth Office · HM Revenue & Customs · Home Office · Metropolitan Police · Ministry of Defence · Ministry of Justice · The Scottish Government · UK Parliament · Senedd Cymru Welsh Parliament

Critical environments (including healthcare and life sciences)

Anglian Water · ARK Data Centres · AWE · Community Health Partnerships · Kao Data · National Grid · NHS · Nuclear Waste Services · RWE · ScottishPower · Sellafield Ltd · United Utilities · University College London Hospitals NHS Foundation Trust

Foreword

"FY26 has been a year of genuine progress and meaningful change for Mitie. The launch of Plan Thrive marks an important step in embedding social value more deeply into how we operate, not as a separate commitment, but as part of how we win business, support our communities and work with our supply chain. Seeing that translate into real outcomes for people who are furthest from the labour market, and into stronger partnerships with the places and people we serve, is something I am truly proud of. We are also increasingly focused on ensuring that our inclusion ambitions keep pace with our growth, and on holding ourselves to the same standard of transparency on our social progress as on our environmental performance. There is more to do, and the Committee remains committed to ensuring that our pledges translate into lasting impact.

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

Holding ourselves to account

The ESG Committee's role is not to celebrate progress; it is to interrogate it. This year, that meant asking hard questions about whether our Net Zero position was credible and transparently communicated, whether our re-baselining methodology was robust and defensible, and whether our new FY26–FY31 targets were genuinely stretching and not simply reflective of where we were already heading. I am satisfied that the answer to all three is 'yes,' but arriving at that position required substantive challenge, not deference.

On climate, the Committee reviewed and approved our decision to transition to an emissions-intensity target, recognising that absolute targets alone were no longer fit for purpose for a business that has grown as significantly as Mitie. We were equally clear that this transition must not be used to obscure performance. The gross emissions data, the re-baselined trajectory and the SBTi resubmission process are all public commitments, and the Committee will hold management to each of them.

Action that goes beyond compliance

A particular focus this year was strengthening the integration of climate and ESG risk within Mitie's broader Enterprise Risk Management framework. Working with our insurers and risk advisors, Marsh, on an independent transitional risk review gave the Committee greater confidence in the quality of scenario analysis underpinning our disclosures, and identified areas where further development is needed in FY27. That kind of external challenge is something we will continue to seek out. We also oversaw the launch of our Sustainability and Social Value Supplier Charter, which establishes enforceable expectations for improvement across our supply chain. Supply chain emissions represent the largest share of our Scope 3 footprint, and meaningful progress on our 2030 target depends on how effectively we can influence and support supplier behaviour.

Social value as a governance matter

Plan Thrive is not simply a social initiative: it is a strategic commitment with targets, governance oversight and accountability mechanisms. The ESG Committee has taken an active role in ensuring that social value delivery is embedded into contracting, supplier management and operational reporting, rather than sitting alongside them. The progress detailed later in this report reflects genuine delivery. The Committee's job is to ensure that delivery continues at pace, and that our pledges to uplift one million lives and enable 1,000 places to prosper remain meaningful commitments rather than aspirational figures.

Regulatory readiness

The direction of travel on sustainability reporting regulation, whether through Corporate Sustainability Reporting Directive (CSRD), International Sustainability Standards Board (ISSB) or UK equivalents, is clear, even if the precise timelines remain subject to change. The ESG Committee has ensured that Mitie's approach to sustainability reporting continues to evolve in line with emerging expectations, not as a compliance exercise but as a reflection of our commitment to transparency, accountability and long-term value creation. We are strengthening the controls, data infrastructure and governance processes needed to support high-quality reporting now and in the future.

Looking ahead

In FY27, the Committee's priorities are unambiguous: advance Scope 3 decarbonisation, complete the integration of Marlowe into our ESG processes, strengthen scenario analysis and ensure that Plan Thrive delivers measurable outcomes in the communities we serve. We will not measure success by what we report, but by what changes as a result. On behalf of the ESG Committee, I am proud to present this report and equally committed to ensuring that next year's report reflects progress that has been earned, not assumed.

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

Play the Plan Thrive video
tinyurl.com/36KE69EE

Recognition for our progress and achievements

Mitie is recognised as a leader in ESG among its global industry peers, with its commitment to sustainable and responsible growth reflected in consistently strong, externally validated performance.

In FY26, this leadership is demonstrated through a range of industry-leading scores, ratings and accreditations from respected organisations.

The Group once again led the Sustainable Facilities Management Index (SFMI), achieving overall winner status in FY26 after sharing first place the previous year. Mitie also retained its CDP Climate A List rating for the third consecutive year and achieved an A List Supplier Engagement score, recognising leadership in climate transparency and value chain engagement. Mitie further improved its EcoVadis Gold rating to 80/100, placing it in the top 4% globally, and maintained its MSCI ESG Rating of AA.

This progress is complemented by recognition of Mitie's commitment to people and communities, including being named a UK Top Employer for the eighth consecutive year, ranked 16th in the Top 100 Apprenticeship Employers, achieving Social Recruitment Advocacy Group (SRAG) Ambassador status, retaining its Ministry of Defence (MoD) Employer Recognition Scheme Gold Award, and securing accreditation to the Good Business Charter.

Collectively, these achievements demonstrate Mitie's ability to embed ESG across its operations, supply chain and workforce, delivering measurable outcomes aligned to its purpose of creating Better Places; Thriving Communities.

SFMI 2025 Winner

"Being named the SFMI's overall winner for 2025 is a proud moment for everyone at Mitie and a testament to the dedication and expertise of our teams, whose leadership in decarbonisation, social value, wellbeing, and risk management continues to set the standard for our industry.

The SFMI provides a rigorous mirror for both our strategy and day-to-day execution, holding us to account through its annual assessment, peer benchmarking, and research forums. Through this evidence-based approach, we remain focused on shaping a more sustainable future, to create better places and thriving communities.

Jason Roberts
Group Director, Sustainability

SFMI: From Platinum to sector-leading overall winner

In 2025, Mitie was named the overall winner of the SFMI, following a joint first-place ranking the previous year, reinforcing its position as a benchmark for sustainable facilities management.

The SFMI is the industry's leading independent ESG assessment framework, evaluating organisations across environmental, social and governance performance. It provides a robust, externally verified benchmark, enabling clients, investors and stakeholders to compare sustainability performance across the facilities management sector and identify organisations delivering measurable, credible outcomes.

Mitie has consistently achieved Platinum status, the highest possible rating within the index, reflecting sustained excellence across ESG. In 2025, this performance was further recognised by securing the top overall position, demonstrating not only high scores, but industry leadership against peers.

This progression from Platinum rating to overall winner highlights the maturity and consistency of Mitie's approach. It reflects strong performance across all ESG pillars, with particularly high achievement in governance and social value, alongside continued strength in environmental delivery.

A key driver of this performance is the integration of sustainability into Mitie's core business model. Through its Plan Zero strategy, Mitie has developed a comprehensive suite of decarbonisation services, embedding climate action into both internal operations and client delivery. This enables organisations to move beyond compliance and achieve measurable outcomes aligned to cost, performance and risk management.

The assessment also recognises the strength of Mitie's governance and leadership. Clear accountability, robust risk management and transparent reporting frameworks underpin consistent delivery, ensuring that sustainability commitments are translated into operational performance and client solutions.

In parallel, Mitie's focus on people continues to differentiate its approach. Investment in safety, wellbeing and skills development supports a highly engaged workforce, enabling consistent service delivery and strong outcomes for clients. This is particularly important in a sector where service quality and sustainability performance are closely linked.

Mitie's approach to supply chain engagement is also a critical component of its ESG performance. As expectations shift towards Scope 3 emissions and wider value chain impacts, Mitie has established programmes to influence supplier performance, improve data transparency and expand sustainability services, supporting clients in addressing increasingly complex ESG challenges.

The SFMI award reflects a wider shift in the sector, where sustainability is no longer assessed on intent alone, but on evidenced, data-driven performance. Independent benchmarking frameworks such as the SFMI play a critical role in validating progress, reducing the risk of greenwashing, and providing confidence to stakeholders.

For Mitie, achieving overall winner status builds on its consistent Platinum performance and demonstrates leadership in a rapidly evolving market. It reflects the ability to deliver against rising expectations while continuing to innovate and strengthen its ESG offering.

As the bar continues to rise, the focus remains on maintaining this leadership position while addressing increasingly complex areas, including hard-to-decarbonise emissions and circular economy outcomes. Through continued investment, innovation and collaboration, Mitie is well positioned to support clients in navigating these challenges.

The 2025 SFMI result reinforces Mitie's role as a trusted partner, combining operational excellence with sustainability leadership to deliver measurable environmental and commercial value.

Mitie's A List status

Mitie maintained its CDP Climate A List position in FY26, achieving an A rating for the third consecutive year and reinforcing its position as a leader in environmental transparency and climate performance. The CDP is the world's leading environmental disclosure platform, recognising organisations that demonstrate robust governance, credible strategy and measurable action on climate-related risks and opportunities.

Mitie's continued inclusion reflects the maturity and consistency of its approach, underpinned by its Plan Zero strategy and ambitious, science-based targets covering Scope 1, 2 and 3 emissions. Progress continues to be driven through large-scale initiatives including fleet electrification, energy efficiency improvements and data-led decarbonisation programmes delivered across both its own operations and for clients.

The sustained A rating highlights strength across key areas including governance, risk management, value chain engagement and target setting. It also reflects ongoing investment in data quality, disclosure and performance tracking, ensuring alignment with evolving regulatory expectations and best practice frameworks.

This achievement places Mitie among the highest performing organisations globally and demonstrates its ability to deliver consistent, measurable progress, reinforcing its role as a trusted partner supporting the transition to a low-carbon economy.

Mitie's CDP Supplier Engagement A List status

Mitie achieved an A List Supplier Engagement rating from CDP in FY26, recognising its leadership in engaging and supporting its supply chain to reduce emissions and improve environmental performance. The CDP Supplier Engagement Rating is a globally recognised benchmark, assessing how effectively organisations embed climate considerations across procurement, governance and supplier relationships.

This recognition reflects Mitie's structured approach to Scope 3 emissions management, underpinned by its Plan Zero strategy and commitment to influencing emissions across its value chain. Through targeted supplier engagement programmes, Mitie works with suppliers to improve data quality, increase transparency and support the setting of their own science-based targets.

Mitie's approach includes active collaboration with strategic suppliers, integration of sustainability criteria into procurement processes and ongoing monitoring of supplier performance. This ensures that climate considerations are embedded throughout the supply chain, supporting both compliance and continuous improvement.

The A List rating demonstrates Mitie's ability to extend its climate leadership beyond its own operations, strengthening resilience, reducing risk and enabling collective progress towards a low-carbon economy.

A Royal Standard of Service Delivery

Mitie was awarded a Royal Warrant by Appointment to His Majesty The King in recognition of its delivery of Cleaning and Environmental Services to the Royal Household, marking a significant endorsement of operational excellence at the highest level.

A Royal Warrant is granted to companies that have supplied goods or services to the Royal Household for a minimum of five years and have demonstrated consistently high standards of quality, reliability and service. The award is only conferred following a rigorous assessment process, with ongoing performance subject to review. As such, it represents one of the most respected and longstanding marks of trust and distinction in the UK, signalling that a supplier operates to exceptional standards over a sustained period.

For Mitie, the award reflects the performance of its frontline colleagues who delivered services across complex, high-profile environments where discretion, consistency and attention to detail are critical. It recognises the organisation's ability to maintain excellence in environments where expectations are uncompromising and service delivery must be seamless. The appointment reinforces the strength of Mitie's Cleaning and Environmental Services capability, demonstrating its ability to operate at scale while maintaining precision and control.

The value of a Royal Warrant extends beyond recognition. It provides a clear, externally validated benchmark of quality and reliability, strengthening Mitie's reputation with existing and prospective clients. It signals that the organisation consistently delivers services to the highest standards, offering assurance in environments where trust, compliance and performance are paramount. This is particularly relevant for clients operating critical or sensitive estates, where service failure carries reputational, operational or safety risks.

The award also highlights the effectiveness of Mitie's service model, which combines skilled people, established processes and disciplined delivery with continuous improvement. The ability to maintain Royal Household standards over multiple years reflects strong governance, quality assurance and operational control embedded within day-to-day service delivery.

From a market perspective, the Royal Warrant enhances Mitie's position as a leading provider of environmental and workplace services. It provides a recognised symbol of excellence that differentiates the organisation in a competitive market, supporting client confidence and reinforcing the credibility of its service offering. The endorsement strengthens Mitie's ability to demonstrate proven capability in delivering consistent, high-quality outcomes in complex operating environments.

Internally, the recognition also reinforces a culture of pride, accountability and performance among colleagues. It recognises the contribution of frontline teams whose work directly underpins service quality, while setting a clear standard for excellence across the wider organisation.

Overall, the Royal Warrant represents both an achievement and a standard to be maintained. It reflects sustained operational excellence, strengthens Mitie's reputation for quality and reliability, and provides a powerful, independent endorsement of its services.

top EMPLOYER United Kingdom 2025 FOR A BETTER WORLD OF WORK

Top Employer

Mitie was recognised as a UK Top Employer for the eighth consecutive year in FY26, reflecting its continued commitment to creating a high-performing, inclusive workplace for its 84,000 colleagues. The certification highlights strength across key areas including health and wellbeing, colleague recognition, financial benefits and diversity, equality and inclusion. Achieving a score of 92.51%, above the global benchmark, the result reinforces Mitie's focus on data-driven people strategies and continuous improvement. This builds on a series of external accreditations, demonstrating the organisation's ongoing investment in its people and its commitment to delivering a positive, inclusive and supportive working environment.

EcoVadis

Mitie achieved an EcoVadis Gold rating in FY26, improving its overall score to 80/100 and placing the business within the top 4% of companies globally for sustainability performance. The result reflects strengthened performance across environment, labour and human rights, ethics and sustainable procurement, with notable improvement from the previous year. The rating demonstrates continued progress in embedding ESG across operations and the supply chain, supported by Mitie's Net Zero commitments, responsible procurement practices and focus on workforce wellbeing and governance.

MSCI

Mitie maintained its MSCI ESG Rating of AA in FY26, continuing to rank among the top performers in the Commercial Services & Supplies sector. The rating reflects strong ESG resilience, underpinned by industry-leading governance and robust environmental performance. Mitie continues to demonstrate strengths in corporate governance, with a majority-independent Board and strong oversight structures, alongside high performance in carbon emissions management supported by its Plan Zero strategy. This sustained AA rating demonstrates Mitie's ability to manage material ESG risks while maintaining transparency, operational resilience and long-term value creation.

Apprenticeships

Mitie was ranked 16th in the Top 100 Apprenticeship Employers in FY26, marking its fourth consecutive year on the list and a significant rise of 36 places. The recognition reflects Mitie's continued investment in skills development, with over 1,800 apprentices enrolled across programmes spanning engineering, operations and sustainability. It highlights the strength of Mitie's approach to structured learning, career progression and workforce development, alongside the introduction of new programmes focused on digital and Artificial Intelligence (AI) capabilities.

Social Recruitment Advocacy Group Ambassador

Mitie achieved Ambassador Level status under the Social Recruitment Advocacy Group (SRAG) Charter Mark in FY26, recognising its leadership in inclusive recruitment and social impact. As one of only four organisations to receive the highest level of accreditation, the award reflects Mitie's commitment to creating employment and apprenticeship opportunities for underrepresented groups. This achievement is underpinned by its Plan Thrive strategy, which aims to uplift one million lives and transform communities through inclusive employment and skills development. Supported by the Mitie Foundation and programmes such as Ready2Work, the accreditation demonstrates a structured, measurable approach to improving access to employment and delivering long-term social value across the UK.

MoD Employer Recognition Scheme

Mitie retained its Gold Award under the MoD Employer Recognition Scheme in FY26, reaffirming its long-standing commitment to supporting the Armed Forces community. First awarded in 2020 and revalidated for a further five years, the accreditation recognises sustained support for veterans, reservists and their families across the business. Mitie's Military Network supports over 1,000 colleagues, providing career pathways, peer support and targeted recruitment programmes, alongside paid leave for reservists. The revalidation reflects Mitie's focus on inclusive employment and its role in enabling successful transition into civilian careers, aligned to its purpose of creating Better Places; Thriving Communities.

Good Business Charter

Mitie was accredited as a member of the Good Business Charter in FY26, recognising its commitment to responsible and ethical business practices across its operations. As the largest employer to receive the accreditation, Mitie meets all 10 commitments of the Charter, which promote fair treatment of colleagues, responsible supply chain practices, community engagement and environmental stewardship. The recognition reflects the strength of Mitie's approach to governance and its focus on delivering positive outcomes for people, communities and the environment. It also reinforces the business's commitment to creating Better Places; Thriving Communities, demonstrating how large organisations can lead with integrity, transparency and accountability while supporting inclusive and sustainable growth across the UK.

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We are proud to have been awarded five stars by the British Safety Council for our health and safety practices. This recognition is a testament to the unwavering commitment by colleagues in making Mitie's health and safety standards the benchmark for best practice in the industry and beyond. Through a culture where safety and wellbeing are prioritised, our goal is simple: zero harm to our colleagues, our customers, and to the members of the public passing through the facilities we take care of.

Peter Dickinson
Chief Legal Officer, Mitie

British Safety Council five-star recognition sets industry benchmark

In FY26, Mitie achieved the highest possible five-star rating in the British Safety Council's Occupational Health and Safety Audit, reinforcing its position as a leader in health, safety and wellbeing across the facilities management sector. As the largest facilities management employer to receive a five-star grading at group level, the achievement provides independent validation of the systems, culture and governance that support safe and high-performing service delivery across Mitie's operations. The British Safety Council assessment evaluated the maturity of Mitie's occupational health and safety management system through extensive documentation reviews, interviews with leaders, colleagues and stakeholders, and operational site visits across sectors including defence, healthcare, aviation, waste management, retail and security. The audit assessed leadership and commitment, stakeholder engagement, risk management, organisational culture and continual improvement, recognising Mitie's consistent approach across complex and high-risk environments. A key driver of this performance is Live Safe, Mitie's behavioural safety and wellbeing programme, which helps embed a culture where every colleague takes ownership of safety. Through leadership engagement, targeted communications, training, learning campaigns and colleague feedback mechanisms, Live Safe supports proactive risk management and encourages early intervention before incidents occur. The programme promotes open reporting and continuous learning, creating an environment where colleagues are empowered to raise concerns, share lessons learned and contribute to safer ways of working. This approach helps ensure that safety is embedded into everyday decision-making rather than treated as a compliance exercise.

The audit also highlighted the strength of Mitie's workplace standards and governance arrangements, recognising clean, well-managed and compliant operations alongside structured safety forums and a positive reporting culture. In addition to physical safety, the assessment recognised Mitie's broader commitment to colleague health and wellbeing through targeted support covering mental health, financial wellbeing and resources for neurodiverse colleagues. Together, these initiatives help build resilient teams capable of delivering high-quality services while maintaining safe working environments.

Road safety was identified as another area of strength. With one of the UK's largest service fleets, Mitie maintains a comprehensive driving-for-work programme designed to protect colleagues, clients and the wider public. All drivers receive competency-based, AI-enhanced training, enabling driving behaviours and risks to be identified and addressed through targeted interventions. By combining technology, training and continuous improvement, Mitie is able to strengthen driver capability, reduce risk and promote safer operations across its nationwide fleet.

The five-star accreditation complements Mitie's wider health and safety achievements during the year, including multiple Royal Society for the Prevention of Accidents (RoSPA) Gold Awards across Group functions, Integrated Facilities Management, Technical Services and client contracts. Together, these recognitions demonstrate the maturity and consistency of Mitie's approach, providing assurance that robust risk management, colleague wellbeing and operational excellence are embedded throughout the business.

For clients, the recognition provides independent assurance that safety, wellbeing and risk management are embedded throughout Mitie's operations, supporting the delivery of compliant, resilient and high-performing services across some of the UK's most critical environments.

Accreditations

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

ISO 50001 accreditation:

- Expanded from Mitie Energy to Mitie Group in 2023
- Continued Group Operations certification for ISO 50001 in 2026
- Captures significant energy use across the estate and incorporates the entire fleet

ISO 14001: 2015 certification:

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

Third-party verification:

- FY26 greenhouse gas data verified to ISO 14064-3 standard by Achilles (Reasonable Scope 1 and 2, Limited Scope 3)
- Social value data calculated through the Thrive Platform utilising the Impact Evaluation Standard

Additional accreditations:

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

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

Climate Group initiatives:

- Mitie is a member of all three flagship Climate Group initiatives: RE100, EV100 and EP100 (now the Smart Energy Coalition).
- Focus on energy productivity, EV fleets and renewable energy
- Partnership with the Climate Group enables benchmarking achievements, connecting with a Net Zero community and advocating for decarbonisation advancements

Plan Zero initiative:

- Launched in 2020 with a target to achieve a Net Zero position for direct operational emissions by 2025, which was effectively achieved through a combination of emissions reductions and residual carbon removals. Mitie has since strengthened its pathway with a new interim target to reduce absolute Scope 1, 2 and 3 emissions by 50% by 2030, while retaining its long-term Net Zero ambition of 2035.
- Received validation from SBTi in April 2023 for near-term, long-term and Net Zero targets

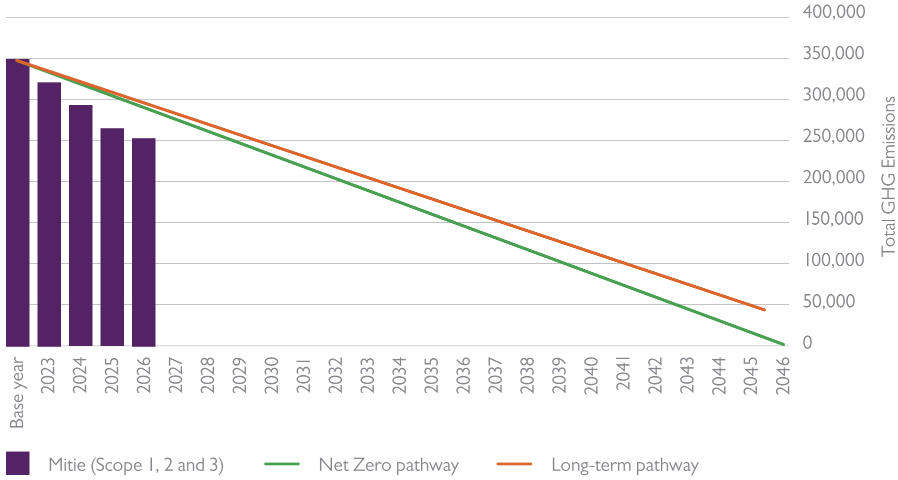
Mitie's science-based targets

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

In April 2023, Mitie received validation from SBTi for its near-term, long-term and Net Zero targets, in line with the 1.5°C Paris Agreement goal and based on SBTi methodology. Mitie is among a relatively small group of companies globally to have achieved validation across all three categories, covering Scope 1, 2 and 3 emissions.

The graph below shows Mitie's actual data against our long-term and Net Zero targets, demonstrating that our current performance is tracking positively ahead of our science-based targets (SBTs). To see our full list of SBTs and our progress against each metric, read more in the Science-based target validation and progress section p144.

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



Our ESG strategy

Delivering impact: Our strategy

Our purpose, Better Places; Thriving Communities, underpins an ESG strategy that delivers long-term value for people, communities and the planet. Plan Zero and Plan Thrive, our environmental and social sustainability initiatives, now operate in parallel as a shared strategic framework, embedded in how we operate, invest and deliver services across the Group.

Plan Zero drives environmental resilience. Having delivered an effectively Net Zero position for Scope 1 and 2 emissions at the end of 2025, the conclusion of Phase One, our focus has shifted to Plan Zero 2.0, with a re-baselined trajectory targeting a 50% reduction in Scope 3 emissions by 2030 and Net Zero across our value chain by 2035. We continue to grow our decarbonisation capabilities organically and through targeted acquisitions, enabling both Mitie and our customers to accelerate their own Net Zero journeys through Mitie Plan Zero – Decarbonisation, Delivered™.

Plan Thrive deepens our social impact. Now in its first full year of delivery, Plan Thrive provides a clear framework for our commitment to uplift one million lives and enable 1,000 places to prosper, through inclusive employment, skills development, volunteering, community investment and responsible supply chain practice. Progress is tracked through the independent Thrive Impact Measurement platform, ensuring that accountability sits at the heart of delivery rather than reporting.

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

Our new long-term ESG targets, set for FY26 to FY31 and incorporating the enlarged Group following the Marlowe acquisition, reflect our most material impacts, risks and opportunities. They span environmental performance, people and inclusion, community investment and responsible supply chain practice, aligned to the UN SDGs and supported by robust governance and external assurance.

Together, Plan Zero and Plan Thrive create enduring value for our colleagues, customers, communities and the systems we all depend on.

Our social value framework

Environment

Delivered through Plan Zero

Our pledges

Net Zero by 2025 for Scope 1 and 2. Achieved – completing Phase One of Plan Zero, our short-term commitment to Net Zero Scope 1 and 2 emissions.

50% reduction in Scope 3 emissions by 2030

People and 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 and responsible supply chain

Our pledge

Champion partnerships and invest in our supply chain

Governance and Innovation

Measure and report transparently

Environment

Plan Zero: Delivering impact for our environment

Plan Zero is our sustainability strategy to eliminate carbon emissions, enhance biodiversity and mitigate waste for Mitie and our customers. Read more about our environment approach in the Environment section p26.

Plan Zero pledges:

Net Zero achieved for Scope 1 and 2: Our industry-leading Plan Zero initiative committed Mitie to an ambitious short-term target of Net Zero Scope 1 and 2 emissions by 2025 – a target we achieved, marking the conclusion of Phase One of Plan Zero.[1]

50% reduction in Scope 3 emissions by 2030: An interim target to reduce our Scope 3 emissions by 50% by 2030.

Net Zero Scope 3 by 2035

Our commitments:

1. Reduce Scope 1 and 2 carbon emissions: Drive down energy consumption, eliminate all fossil fuel emissions and adopt natural renewable sources for electricity.

2. Reduce Scope 3 carbon emissions: Measure, report and influence emissions in the value chain to align with our Scope 1 and 2 commitments and promote science-based targets through our supply chain.

3. Circular economy: Reduce water and waste at source and adopt a circular economy. Take all measures to eliminate virgin products from our operations.

4. Biodiversity: Nature and the use of virgin materials must be considered in all procurement decisions, and nature-positive opportunities increased throughout our property portfolio.

5. Deliver sustainability: Embed environmental sustainability into all aspects of every contract and project delivery, not just green projects.

1. 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.

People and Community

Plan Thrive: Delivering impact for society and people

Our vision is to uplift lives and enable places to prosper. This strengthens our communities and creates a lasting legacy for the people and places we serve. Read more about our people approach and community approach in the People section p66.

Plan Thrive pledges:

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

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

Our commitments:

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

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

8. Health and wellbeing: Focus on a preventative approach, improving the health and wellbeing of our people, supply chains and local communities. Foster a positive work environment, recognising the interdependent relationship of physical, mental and financial health.

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

Partnerships and responsible supply chain

Enabling impact through innovation and collaboration

We believe lasting social and environmental impact is best achieved through innovation and purposeful collaboration. By fostering new ideas, forging strategic partnerships and co-creating solutions with our stakeholders, we aim to drive meaningful change that contributes to a more inclusive, sustainable future. Read more about our partnerships and supply chain approach in the Partnerships and responsible supply chain section p103.

Our pledge:

Champion partnerships and invest in our supply chain: by building a strategic Preferred Supplier List of social value delivery partners and enhancing how we embed impact within our procurement processes.

Our commitments:

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

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

Governance and Innovation

Enabling impact through leadership, integrity and accountability

Mitie's governance structure and processes are industry-leading, often scoring us the highest marks in this area through our disclosure channels. Read more about our governance in the Governance section p117.

Our pledge:

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

Our commitments:

12. Senior-level oversight: The Board and senior managers have oversight of the whole ESG programme and set the strategy, measure, report and incorporate transparent and public disclosure of material impacts, progress and targets.

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

14. Risks and opportunities: Finance and Risk teams drive sustainable investment and transparent disclosure throughout the business.

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

ESG strategic targets and operational metrics

Strategic ESG targets for FY26–FY31

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. 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.

Strategic ESG targets for FY26–FY31

Environment	Target FY26	Actual FY26	Status in FY26	FY27	FY28	FY29	FY30	FY31
Scope 1, 2 & 3 – Intensity tCO_2/£m revenue[1]	56.94	54.76	Green	49.23	43.01	35.89	28.30	21.48
% recycling rate	65%	66%	Green	70%	75%	80%	85%	85%
Total waste generated (tonnes)	400	395	Green	370	340	310	280	250
Nature-positive habitats[2]	8%	8%	Green	14%	22%	26%	30%	33%
People								
% of women in leadership[3]	40%	32%	Red	40%	40%	40%	40%	40%
% of racially diverse colleagues in leadership[3]	20%	18%	Amber	20%	20%	20%	20%	20%
Investment in apprentices[4]	£5.5m	£7.5m	Green	£5.7m	£6m	£6.3m	£6.5m	£6.7m
Community								
Volunteer paid hours	25,000	35,706	Green	28,000	32,000	37,000	42,000	45,000
% supported hires from an underrepresented background[5]	2%	1.3%	Amber	2.5%	3%	3.5%	4%	4.5%
Responsible supply chain								
Spend with VCSEs	£2.5m	£3.19m	Green	£2.75m	£3m	£3.25m	£3.5m	£3.75m
% of spend with SMEs[6]	45%	45%	Green	45%	45%	45%	45%	45%
% of spend on Supplier Management Framework	60%	60%	Green	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 to medium-sized enterprises (SMEs) at or above 33%, in line with government procurement expectations.

Operational ESG metrics for FY26–FY31

Alongside our strategic targets, we track a wider set of operational metrics that provide a more detailed view of performance across our business. These metrics underpin delivery of our strategic commitments and give a fuller picture of progress across our workforce, emissions, community impact and supply chain.

Operational ESG metrics for FY26–FY31

Environment	Target FY26	Actual FY26	Status in FY26	FY27	FY28	FY29	FY30	FY31
Scope 1 & 2 emissions – global emissions (tonnes)[3]	29,300	26,409		27,830	25,780	23,000	19,300	14,650
Scope 3 emissions – global emissions (tonnes)[4]	296,000	281,257		281,149	260,440	232,355	194,976	148,000
Scope 1 & 2 – Intensity tCO_2/£m revenue	5.13	4.70		4.43	3.87	3.23	2.55	1.94
Scope 3 – Intensity tCO_2/£m revenue	51.81	50.06		44.80	39.13	32.66	25.75	19.55
% of fleet zero carbon (in scope)[5]	68%	90%		76%	80%	82%	84%	86%
% of fleet zero carbon (total)[6]	64%	76%		70%	74%	76%	78%	80%
% commuter engagement	5%	7%		8%	12%	17%	25%	25%
People								
% of colleagues paid Real Living Wage[1]	100%	100%		100%	100%	100%	100%	100%
% of women in leadership pipeline[2]	33%	31.15%		35%	37%	39%	41%	41%
% of racially diverse in leadership pipeline[2]	19%	14.91%		21%	23%	25%	27%	27%
Community								
% LiveSafe Champions vs total workforce[7]	2.98%	1.21%		3.12%	3.28%	3.44%	3.62%	3.62%
Health and wellbeing training hours delivered	40,000	41,153		44,000	48,000	52,000	56,000	56,000
Responsible supply chain								
% of Preferred Supplier List with carbon targets based in science[8]	35%	24%		60%	64%	64%	70%	70%

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

Mitie acquire Marlowe Fire and Security and Environmental Services

Mitie strengthened its leadership in the UK facilities compliance sector with the acquisition of Marlowe plc, bringing 2,700 new colleagues into the business. This integration positions Mitie as the UK's largest provider of Testing, Inspection and Certification services, supporting over 27,000 customers nationwide. The acquisition significantly enhances Mitie's technical capability across fire and security, water and air hygiene, and asbestos services, ensuring comprehensive compliance coverage across every UK postcode as regulatory expectations continue to rise. This milestone reinforces Mitie's commitment to creating safer, compliant buildings and supporting its wider ESG ambition to build Better Places and Thriving Communities.

Acquisition of Forest Group

Mitie strengthened its technical services capability through the acquisition of Forest Group, a specialist engineering business focused on commercial refrigeration maintenance. Operating across retail and hospitality, Forest Group brought a team of 40 highly skilled engineers and established expertise in maintaining critical refrigeration assets, including walk-in units, freezers and cellar cooling systems.

The acquisition enhanced Mitie's self-delivery model by adding refrigeration to its existing capabilities in heating, ventilation and air conditioning, electrical maintenance and energy solutions, enabling a more integrated and efficient service offering. This strengthened the organisation's ability to compete for complex facilities management contracts, particularly in the retail sector, while supporting growth and margin improvement.

Integration with Mitie's building management systems and smart monitoring capabilities will further enable data-led performance, fault detection and energy optimisation. This positions Mitie to deliver improved operational efficiency, reduced energy consumption and more resilient asset performance across client estates.

Environment

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

Progress against our targets in FY26

Strategic ESG targets

2026 target	FY26 performance
Scope 1,2 & 3 – Intensity tCO_2/£m revenue[1] 56.94	54.76
65% recycling rate	66%
400 tonnes total waste generated	395
Nature-positive habitats[2] 8%	8%

Operational ESG metrics

2026 target	FY26 performance
Scope 1 & 2 emissions – global emissions (tonnes) 29,300	26,570
Scope 3 emissions – global emissions (tonnes) 296,000	298,996
Scope 1 & 2 – Intensity tCO_2/£m revenue 5.13[4]	4.70
Scope 3 – Intensity tCO_2/£m revenue 51.81[4]	50.06
% of fleet zero carbon (in scope)[3] 68%	90%
% of fleet zero carbon (total) 64%	67%
% commuter engagement 5%	7%

Mitie's alignment with the UN SDGs

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

We aim to:

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

13 CLIMATE ACTION
15 LIFE ON LAND
7 AFFORDABLE AND CLEAN ENERGY
6 CLEAN WATER AND SANITATION

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. "In scope" reflects the availability of suitable electric vehicle technology and charging infrastructure.
4. Based on Mitie plus eight months of Marlowe data from acquisition.

In this section

Environment progress

At Mitie, environmental leadership is not a destination, it is a discipline embedded in how we operate, invest and make decisions every day. FY26 marks the conclusion of Phase One of Plan Zero, the most significant milestone in our five-year decarbonisation journey, and the beginning of an ambitious new phase that reflects the scale and ambition of the business Mitie is today.

Completing Phase One of Plan Zero

Phase One of Plan Zero, launched in 2020, set out an industry-leading pathway to Net Zero for Scope 1 and 2 direct operational emissions by the end of 2025. We are proud to report that we have delivered against that commitment. At 31 March 2026, 76% of Mitie's legacy fleet had transitioned to EVs with 6,406 EVs in operation, more than 2,400 vehicles beyond our original expectations. Following the acquisition of Marlowe and the addition of approximately 1,900 vehicles, electrification across the enlarged Group fleet stood at 67%. Alongside the procurement of 100% renewable electricity for our estate and EV charging, we have achieved an effectively Net Zero position for Scope 1 and 2 emissions on a market-based reported basis. While this position does not yet meet the stricter technical definition of Net Zero under STBi, it represents a material milestone in Mitie's transition, with Phase One establishing a proven and scalable decarbonisation model.

Scope 1, 2 and 3 emissions performance

Our absolute Scope 1 and 2 emissions (location-based) for Mitie, excluding Marlowe, reduced by 6% in FY26 to 18,992 tCO_2e. On a market-based basis, inclusive of verified carbon credits, our net Scope 1 and 2 position reduced to 8,399 tCO_2e, a 34% reduction year on year, reflecting the continued acceleration of our EV transition and renewable energy procurement.

Scope 3 emissions reduced by 3% to 245,781 tCO_2e, supported by improved supplier data, enhanced emissions modelling and ongoing supply chain engagement. Supply chain and commuting emissions remain the largest component of our total footprint at 90%, reinforcing the importance of our Scope 3 decarbonisation roadmap as we move into Plan Zero 2.0.

Read more in the Data section p142.

Marlowe acquisition and re-baselining

The acquisition of Marlowe in August 2025 brought significant additional emissions into the Group, including approximately 1,900 fossil fuel vehicles. Rather than adjust historic figures, we have re-baselined our emissions on a full-year equivalent basis in line with GHG Protocol guidance, establishing a credible FY26 baseline of 325,300 tCO_2e across Scopes 1, 2 and 3 for the enlarged Group.

The acquisition also impacted fleet electrification performance. While Mitie's legacy fleet reached 76% electrification during FY26, the addition of the Marlowe fleet resulted in electrification across the enlarged Group fleet of 67%, establishing a transparent and credible baseline for future fleet transition targets.

This provides a robust and transparent platform for our new emissions-intensity target, which runs from FY26 to FY31 and is calibrated to deliver a 50% absolute reduction by 2030.

Estate decarbonisation and energy efficiency

We continue to expand our estate decarbonisation programme. In FY26, we operated 28 fully decarbonised buildings, up from 16 in FY25, and continued our programme of replacing gas boilers with low-carbon heat pumps, installing LED lighting, deploying solar photovoltaic (PV) systems and expanding battery storage. We maintain our ISO 50001 Energy Management certification across the Group and our in-house energy managers ensure that our buildings operate at optimum efficiency.

Circular economy and waste

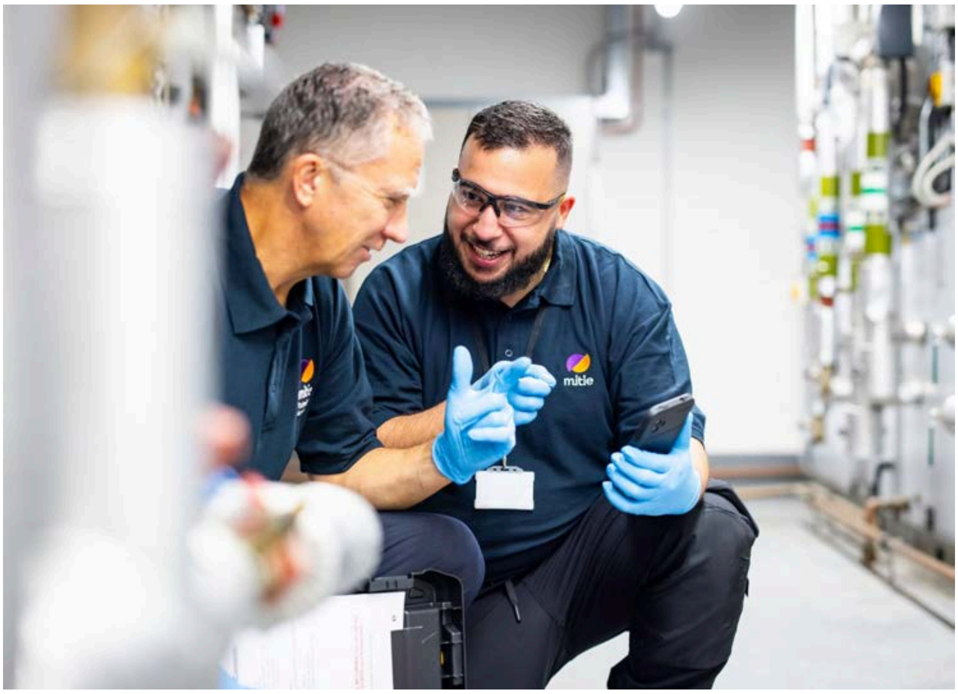
Circular economy performance also improved in FY26. Our recycling rate increased to 66%, up from 59% in FY25, and we maintained zero waste to landfill across all Mitie-controlled sites, a record we have held continuously since July 2022. Total waste across occupied buildings was 395 tonnes, and we continue to embed resource efficiency and circular economy principles into our operations through initiatives including ReWorkwear and Mitie Clear Workspace.

Looking ahead: Plan Zero 2.0

Plan Zero 2.0 now begins. With a re-baselined, science-aligned trajectory, a commitment to resubmit to the SBTi for validated 1.5°C-aligned targets, and a clear focus on Scope 3, we are building the next phase of our decarbonisation journey on honest foundations and with the determination to go further.

The transition to a low-carbon economy will be one of the defining transformations of our generation. We see this not only as a responsibility, but as an opportunity to innovate, create value and help shape a more resilient future. By working alongside our customers, suppliers and industry partners, we have the opportunity to drive change at scale, accelerating emissions reductions far beyond our own operations.

Plan Zero 2.0 is therefore more than a climate strategy. It is our commitment to leadership, collaboration and continuous progress. While the challenge ahead is significant, so too is the opportunity. We approach this next chapter with confidence, ambition and a belief that the actions we take today can help create a more sustainable future for the businesses, communities and generations that follow.



Our Climate Transition Plan

Mitie's Climate Transition Plan is our roadmap for creating long-term value in a decarbonising world.

Building on the success of Plan Zero, it sets out how we will reduce emissions, strengthen resilience and capture the opportunities arising from the transition to a low-carbon economy. Supported by science-aligned targets, robust governance and transparent reporting, the plan brings together the actions we will take across our operations, supply chain and customer solutions. It provides a clear framework for investment, innovation and operational transformation, helping us embed sustainability into the way we operate, allocate capital and deliver long-term value.

As we enter Plan Zero 2.0, our ambition is not only to decarbonise our own business, but to help accelerate the transition across the value chains, industries and communities we serve. The next phase of our journey will focus on scaling the impact of our customer solutions, addressing the challenge of Scope 3 emissions and working collaboratively with suppliers and partners to drive change beyond our organisational boundaries. We believe the organisations that lead the transition will be those that combine ambition with action, and we are committed to playing our part in shaping a more resilient, resource-efficient and sustainable future.

1. Foundation

Objectives and priorities

We are committed to accelerating the global transition to a Net Zero world, aligned with the goals of the Paris Agreement. Our award-winning environmental initiative, Plan Zero, follows a 'do, lead, deliver' approach where we do it for ourselves through accelerated carbon reduction in our fleet, lead the industry with ambitious and stretching targets, and use our in-house expertise to deliver exceptional decarbonisation services for our customers. Read more: Our ESG progress in FY26 p4

Business model implications

Our ESG strategy is aimed at achieving key outcomes over five years and supporting customers in driving social change and transitioning to Net Zero. This approach helps us to build resilience, adapt to market changes and ensure long-term viability. We are committed to responsible practices to attract and retain eco-conscious stakeholders and explore new technologies to improve energy efficiency. Read more: Our ESG Strategy p20

Mitie publishes Carbon Reduction Plans against the UK Government's Procurement Policy Note 006. Our plans can be found on our website: tinyurl.com/4P5BVB9A. Mitie reports all material carbon emissions from its value chain in the UK and in its overseas operations, and our Scope 3 target includes upstream emissions in line with the GHG Protocol. Mitie ensures that all GHG emissions are externally verified and available on the company website www.mitie.com/esg. Read more: GHG Reporting p146

2. Implementation strategy

Business planning and operations

Strategy to achieve our targets:

- Eliminating Scope 1 emissions (fossil fuels) from our operations (where technology allows)
- Drive down energy consumption and adopt natural renewable sources for Scope 2 electricity emissions
- Measure, report and influence Scope 3 emissions throughout the value chain to align with the two points above
- Source credible and verified carbon credits for both social and nature-based projects to balance our Net Zero commitment

Read more: Our ESG Strategy p20

Our Plan Zero initiative incorporates an award-winning decarbonisation strategy that targets our material carbon emissions through various levers. Our extensive fleet of >9,800 vehicles is our primary source of direct operational carbon emissions (>90%) and, since 2019, we have been transitioning our vehicles to a full battery electric solution and have over 6,000 (67%) EVs in operation.

We have 28 fully decarbonised offices in our estate and are continuing to invest in further built environment carbon emission reductions. We procure green energy for the premises where we are in control of the energy, and have been implementing a programme of decarbonising the heating systems through replacement of existing gas boilers with low-carbon heat pumps. Read more: Our progress p28

We have undertaken a climate scenario analysis concentrating on the physical risks associated with climate-proofing our direct and indirect operations and the necessary investment for adaptation requirements. In FY26, we are working with Marsh, our insurance broker and risk advisor, to assess and quantify our exposure to climate-related transition risks and strengthen our understanding of their potential business impacts. Read more: Risk and resilience p128

Services

Our unique position of attaining an in-house Sustainability Consultancy allows Mitie to become a leader in carbon reduction, accelerating not only our journey to Net Zero, but that of our clients too. Mitie Plan Zero – Decarbonisation, Delivered™ is our campaign to support our customers, suppliers and the wider industry to set stretching Net Zero targets and achieve them, through offering our holistic end-to-end decarbonisation services.

We are market leading in our ability to combine energy, transport, circular economy, ecology and sustainability services via an integrated Plan Zero offering for the management of all utilities via our self-delivery model. Our strategy is to continue to invest in utilities, biodiversity and carbon efficiency solutions through acquisitions, with a target of significantly growing the business from where it is today. Read more: Decarbonisation, Delivered™ p38

Policies and conditions

Mitie operates an EV-first policy with regard to all new vehicle leases to transition away from fossil fuels. Where EV and battery technology is not advanced to maintain suitable operational deployment, such as for trucks, 4x4s and high-mileage drivers, diesel options will be used in the short term. Read more: Plan Zero initiatives p32

We will collaborate with our supply chain to enable them to decarbonise their operations in line with our own journey. We expect our suppliers to follow environmental best practice throughout their engagement with Mitie in the delivery of their services and adhere to all policy and procedure requirements, as detailed in our Social Value Guide for suppliers. Read more: Creating a responsible supply chain p106

3. Engagement strategy

Value chain

Our aim is to support our customers in driving positive environmental change. Our strong relationships with more than 3,000 public and private sector organisations position us as key promoters of sustainability. We collaborate with customers, communities and partners to foster carbon reduction to aid a transition to Net Zero, through initiatives such as decarbonisation, biodiversity and circular economy programmes. Read more: Decarbonisation, Delivered™ p38

We actively engage with our strategic and preferred suppliers to encourage them to improve data quality, measure environmental performance, publicly disclose carbon emissions and set their own science-based targets. Read more: Creating a responsible supply chain p106

Engagement with industry

As the leading Facilities Transformation business in the UK, we have the potential to positively impact the environment, make a significant difference in the workplace and deliver tangible carbon reductions to our customers, local communities and beyond. Our carbon reduction strategies are aligned to external international standards, which is reflected in our Group-wide ISO 50001 energy management and ISO 14001 environmental management systems accreditation.

We are members of three Climate Group initiatives – the Smart Energy Coalition (formerly EP100), EV100 and RE100 – reflecting our commitments to improving energy productivity, transitioning to EVs and sourcing renewable electricity. Aligning to the Climate Group allows us to benchmark our achievements, gives us access to a community on its own Net Zero journey, and provides opportunities to lobby for improvements relating to decarbonisation, such as green infrastructure and EV policies.

We are signatories to the Climate Pledge and the Business Ambition for 1.5°C through Race to Zero. We received third-party verification for our FY26 GHG data to ISO 14064-3 standard from our external third-party auditor. We support the new mandatory sustainability reporting standards to create greater transparency such as ISSB, European Financial Reporting Advisory Group and Global Reporting Initiative. Read more: Recognition for our progress and achievements p12

Government and other external stakeholders

Mitie is a trusted partner and leading provider of outsourced services to the public sector, including many public authorities and ministerial departments. The government has committed to ambitious carbon reduction targets and is therefore expected to embrace innovative new approaches to the use and maintenance of its estate and assets over the coming years. Read more: Risk and resilience p128

To address the green skills gap, we continue to grow our apprenticeship programmes by supporting the development of a future talent pipeline, and to increase the use of our Apprenticeship Levy funds. Read more: Developing our talent p70

4. Metrics and targets

Operational metrics and targets

We work on our customer sites and therefore our largest environmental impact for direct operational emissions (Scope 1 and 2) is our fleet at more than 90%. To date, we have successfully transitioned 67% of our fleet from fossil-fuelled vehicles to full battery electric to create one of the largest electric fleets in the UK.

GHG metrics and targets

We publicly report progress against 13 ESG targets on our website. To continue our progress for achieving Net Zero carbon emissions prior to the government's target of 2050, Mitie has adopted the following carbon reduction targets, which are more ambitious than our validated science-based targets. Read more: Our ESG strategy p20

- Short term – delivered a near-Net Zero outcome for Scope 1 and Scope 2 direct operational emissions, consistent with our Climate Transition Plan
- Medium term – committed to a 50% reduction in Scope 3 emissions by 2030
- Long term – committed to a Net Zero carbon target by 2035 (Scope 3)

Financial metrics and targets

We have identified climate-related risks and opportunities with potential financial and strategic impacts, primarily arising from extreme weather events, our transition to EV and our mergers and acquisitions strategy to invest in decarbonisation growth levers. Successfully executing this plan is expected to reduce our financial risks. Read more: Risk and resilience p128

Carbon credits

Mitie prioritises absolute emission reduction and, where we cannot take direct action to reduce the hard-to-abate residual carbon emissions, we will purchase verified carbon credits with a balanced portfolio of social and nature-based projects. We will disclose the details of our carbon credit portfolio on an annual basis. Read more: GHG reporting methodology statement for FY26 p146

5. Governance

Board oversight and reporting

The Board has overall responsibility for sustainability, environmental and climate-related matters. It reviews climate-related risks and opportunities as part of its principal risks and business strategy considerations. Mitie publicly discloses its carbon emissions on the website, in the Annual Report and ESG report, and to CDP.

Roles and responsibilities

Our four levels of governance enable us to: have a platform to implement initiatives; understand the risks involved; develop opportunities for additional business growth; oversee the full programme for climate-related matters – incorporating environmental, sustainability and social value; and regularly report our progress towards meeting our targets. Read more: Governance p117

Culture

Our size and reach with the leading organisations we work for establishes us as a key influencer, and with our in-house decarbonisation solutions and initiatives, we can mitigate climate change and improve the environment in the communities we serve.

Remuneration

The Chief Executive Officer (CEO) and Chief Financial Officer have ESG as an underpinning consideration linked to the Long-Term Incentive Plan to drive sustainability throughout the organisation. Various senior managers receive bonuses linked to performance in this area. Read more: Culture and workforce engagement at Mitie p122

Skills, competency and training

It is critical that we upskill all our colleagues in sustainability topics, and we are executing this through our apprenticeship programme and our awareness and knowledge campaign – 'Action Now – Transforming Tomorrow, Together'. Read more: Developing our talent p70

Plan Zero initiatives

Mitie's Plan Zero is the Group's strategic framework for decarbonising its own operations through integrated delivery and low-carbon design. Launched in 2020, it sets out a structured pathway to Net Zero by targeting Scope 1 and 2 emissions through operational change and engineered solutions.

Over the past five years, this has translated into a wide range of practical initiatives across the estate. These include replacing gas-fired boilers with heat pumps, rolling out LED lighting upgrades, installing electric vehicle (EV) charging infrastructure, and introducing solar car ports – alongside the wider electrification of our vehicle fleet and continued transition to renewable energy. Together, these projects demonstrate a shift from fossil-fuel dependent infrastructure towards low-carbon alternatives, while also optimising assets, infrastructure and services to reduce overall energy demand and carbon impact.

Fleet of the future

Accelerating fleet electrification to enable low-carbon mobility

Fleet electrification remains one of the most significant opportunities for organisations to reduce operational emissions while supporting the transition to a low-carbon economy. Through its Plan Zero strategy, Mitie continues to expand the adoption of electric vehicles (EVs), combining fleet transformation with investment in charging infrastructure and colleague-focused mobility solutions.

During FY26, Mitie further accelerated its transition towards a fully electric fleet through the mobilisation of 22 new contracts, 19 of which deployed fully electric vehicles. This introduced 468 EVs into service, helping increase the proportion of Mitie's legacy fleet that is fully electric to 76%. Following the acquisition of Marlowe, electrification across the enlarged Group fleet stood at 67%, exceeding our FY26 target of 64%.

Scaling electric mobility

Mitie's vehicle fleet grew to 6,406 EVs during FY26, reinforcing its position as one of the UK's largest commercial electric fleets. While growth was more measured than in previous years due to fleet optimisation and contract changes, electrification remains a core component of Mitie's decarbonisation strategy.

The transition has contributed to a 37% reduction in petrol and diesel emissions over the last four years, demonstrating the role fleet electrification can play in supporting long-term Net Zero ambitions.

Expanding access to low-carbon transport

Alongside fleet transformation, Mitie continues to make electric mobility more accessible for colleagues. During FY26, the business launched a salary sacrifice vehicle scheme available to 17,000 employees, supporting access to electric and plug-in hybrid vehicles while reducing barriers to adoption.

The company also strengthened its charging infrastructure, installing an additional 422 home charging points during the year. As a result, Mitie now supports more than 4,400 EV charge points across colleagues' homes, Mitie locations and customer sites, helping enable practical and reliable use of EVs at scale.

Supporting long-term decarbonisation

Mitie's fleet transition is supported by strategic initiatives designed to improve affordability and accelerate adoption. During FY26, the company adopted a secondary leasing model through Lex Autolease, increasing access to EVs at a lower cost while supporting continued emissions reductions.

By combining fleet electrification, charging infrastructure investment and innovative mobility solutions, Mitie is helping reduce transport emissions while enabling a practical pathway towards Net Zero operations.

Key facts

6,406
EVs in the fleet

67%
electrification across the combined Mitie and Marlowe fleet

76%
of Mitie's legacy fleet now fully electric

37%
reduction in petrol and diesel emissions over four years

468
EVs added through new contract mobilisations in FY26

422
new home chargers installed across homes, customer sites and Mitie locations

Encouraging greener commutes

Enabling lower-carbon commuting through data and behaviour change

Commuting remains one of Mitie's largest sources of Scope 3 emissions after its supply chain, making it a key focus area within the Group's wider Plan Zero strategy. Understanding how colleagues travel to work is critical to identifying opportunities to reduce emissions while improving accessibility, affordability and employee wellbeing.

During FY26, Mitie undertook its latest commuting survey to better understand employee travel patterns and the associated carbon impacts across its operations. The survey provides an evidence base to support targeted interventions, helping the business measure commuting emissions, track progress and identify opportunities to reduce reliance on higher-carbon transport modes.

Turning data into action

Alongside its own commuting analysis, Mitie continues to work with Mobilityways to support data-led approaches to measuring and managing commuting emissions. This enables both Mitie and its clients to move beyond assumptions and develop targeted initiatives that reflect how people actually travel, helping to prioritise actions where they can deliver the greatest impact.

The insights generated support wider decision-making around travel planning, workplace accessibility and sustainability reporting, enabling organisations to better understand the relationship between commuting behaviours, emissions and employee experience.

Supporting sustainable travel choices

Mitie continues to promote practical initiatives that help colleagues reduce the environmental impact of their journeys while also lowering personal travel costs.

These include funded railcards offering discounts on rail travel and the Cycle to Work scheme, which enables colleagues to save between 25% and 43% on bicycles and accessories through salary sacrifice arrangements.

Replacing a daily car commute with cycling for 200 days can save up to 0.5 tonnes of CO_2 annually, demonstrating how small changes in travel behaviour can contribute to wider decarbonisation goals while supporting health and wellbeing.

mobilityways

Delivering progress through collaboration

By combining data, colleague engagement and practical travel initiatives, Mitie is creating the foundations for long-term reductions in commuting emissions. This approach supports both Mitie's own carbon reduction ambitions and the services it provides to clients seeking to better understand and address emissions associated with workforce travel.

Through improved data, targeted interventions and practical support for sustainable travel, Mitie is helping colleagues and clients make lower-carbon commuting choices while supporting wider Net Zero ambitions.

At a glance

- Commuting remains Mitie's second-largest source of emissions after the supply chain
- Latest commuting survey completed to support emissions reduction planning
- Partnership with Mobilityways supporting measurement and reporting of commuting emissions

25–43%

savings available through the Cycle to Work scheme

Up to 0.5 tonnes CO_2

saved annually by replacing a daily car commute with cycling for 200 days

Trading towards Net Zero

Delivering environmental market solutions to support decarbonisation

As organisations progress towards Net Zero, reducing emissions remains the priority. However, many businesses continue to face residual emissions that cannot yet be eliminated through operational improvements alone. Environmental market instruments can play an important role in addressing these emissions while supporting wider decarbonisation strategies.

Mitie's Energy and Carbon Management team provides expertise across environmental markets, helping organisations access and manage instruments such as Renewable Energy Guarantees of Origin (REGOs) and Voluntary Carbon Market (VCM) credits in a transparent and risk-managed way.

Building environmental market capability

During FY26, Mitie continued to develop and embed its in-house environmental markets capability, strengthening the governance, reporting processes and market access arrangements required to support participation in renewable energy and carbon markets.

This capability supports Mitie's own requirements as part of its wider Plan Zero strategy, while also creating opportunities to support customers seeking greater visibility and control over environmental market procurement.

By bringing market expertise in-house, Mitie can provide a structured approach to managing environmental market activity, helping ensure robust governance and improved transparency.

Supporting clients through the energy transition

As demand for renewable electricity and carbon market solutions continues to grow, organisations increasingly require support to navigate evolving markets and procurement approaches.

Mitie's environmental markets capability enables customers to access market insight, procurement support and execution services through a single partner, helping organisations make informed decisions aligned to their decarbonisation objectives.

Looking ahead, Mitie plans to expand access to these services through an aggregated procurement approach, creating opportunities for a broader range of organisations to participate in environmental markets and access risk-managed REGO procurement.

Enabling progress towards Net Zero

Environmental market instruments remain one component of Mitie's wider decarbonisation strategy, sitting alongside operational carbon reduction initiatives across energy, fleet, buildings and supply chains.

Through continued investment in environmental market expertise, Mitie is strengthening its ability to support both its own Net Zero ambitions and those of its customers, helping organisations navigate an increasingly complex decarbonisation landscape.

At a glance

- In-house environmental markets capability established and expanded
- Supports procurement of REGOs and VCM credits
- Governance and reporting processes strengthened during FY26
- Supporting both Mitie's Plan Zero ambitions and client decarbonisation programmes
- Aggregated procurement model under development
- Providing market insight, execution support and risk-managed procurement services

"Over the last year, our focus has been on building the capability, governance and market access needed to support environmental market execution in a robust and transparent way. That groundwork now gives us a strong platform to support Mitie's own requirements, while also enabling us to support a broader group of customers through solutions such as a consortium approach to procurement, where access to smaller-volume REGO execution can often be limited.

Paul Gleaves
Power Purchase Agreement Lead for Mitie Plan Zero

Advancing lower-carbon, clinical waste solutions

Transforming clinical waste management through circular innovation

Healthcare organisations are under increasing pressure to reduce emissions, improve resource efficiency and manage rising waste disposal costs. Through Cliniwaste, Mitie is helping clients address these challenges by providing a lower-carbon alternative to traditional clinical waste treatment that combines sterilisation, material recovery and energy efficiency within a single integrated process.

Backed by a £300,000 investment at Mitie's Nottingham facility, the upgraded system uses advanced shredding, autoclave and heat recovery technology to treat a wide range of clinical sharps waste streams. By diverting waste from incineration and recovering value from treated materials, the process supports both decarbonisation and circular economy objectives.

Reducing carbon emissions

Traditional treatment routes for infectious and pharmaceutical-contaminated sharps often rely on high-temperature incineration, resulting in significant greenhouse gas emissions and limited opportunities for resource recovery.

Mitie's upgraded treatment process provides a lower-carbon alternative, delivering measurable emissions reductions while maintaining compliance and safety standards.

Supporting circular economy outcomes

The integrated process sterilises and shreds clinical waste, enabling plastic components to be separated and baled for recycling. Residual material is converted into Refuse Derived Fuel, reducing reliance on disposal routes and helping keep valuable resources in circulation.

This approach moves clinical waste management beyond disposal, transforming a traditionally linear process into one focused on resource recovery and reuse.

Improving energy and resource efficiency

An advanced heat recovery system captures and reuses energy generated during treatment, reducing demand for natural gas and electricity while improving operational efficiency.

The system also reduces water consumption through reuse processes, while fully condensing vapour within the treatment cycle to eliminate atmospheric releases and associated odour emissions.

Delivering sustainable healthcare solutions

The Nottingham facility demonstrates how innovation can help healthcare organisations reduce Scope 3 emissions, improve operational efficiency and control waste management costs.

As the only facility of its kind in the UK to integrate shredding, autoclaving, energy recovery and heat reuse at scale, it provides a practical pathway towards more sustainable clinical waste management.

Through Cliniwaste, Mitie is helping healthcare clients reduce emissions, recover resources and improve environmental performance, demonstrating how innovation can drive more sustainable outcomes across the waste management chain.

At a glance

- Plastic recovery and recycling capability
- Integrated heat recovery and reuse system
- Lower-carbon alternative to incineration
- Supporting circular economy outcomes in healthcare

£300,000
investment in upgraded technology

249 tonnes CO_2
projected annual savings

606 kg CO_2e
saved per tonne processed

"

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

Alex Bourdun
Director, Mitie Waste and Environmental Services

Reducing carbon while improving fire safety

Following the acquisition of Marlowe Fire and Security, Mitie is enhancing its technical services offering through the introduction of lower carbon, more efficient fire safety solutions. Within Marlowe's sprinkler division, a transition to electric dry riser testing is demonstrating how innovation can improve operational performance while supporting wider ESG objectives.

Dry riser systems are critical components of fire safety infrastructure, requiring regular flushing and testing to ensure they remain fully operational. Historically, this process has relied on diesel powered pumps, which are heavy, fuel intensive and require transport and storage of additional equipment and fuel. These limitations increase operational complexity, cost and environmental impact.

Marlowe has addressed these challenges by introducing electric pump technology, replacing diesel as the primary power source. The new pumps are self-charging through company vehicles, eliminating the need for fuel storage and reducing reliance on fossil fuels. This shift simplifies operations while supporting emissions reduction and improving overall efficiency.

Environmental and operational benefits

The environmental and operational benefits are clear. Electric dry riser pumps convert around 90% of energy into mechanical power, compared to approximately 40% for diesel systems, significantly reducing energy waste. The removal of diesel engines also eliminates exhaust emissions, reducing pollutants associated with traditional testing methods. In addition, the pumps are lighter and quieter, improving usability on site and reducing disruption for clients.

Commercial perspective

From a commercial perspective, the technology delivers lower running and maintenance costs. With fewer moving parts and no fuel system, servicing requirements are reduced, improving reliability and lowering lifecycle costs. The removal of fuel transport and storage requirements further reduces operational risk and complexity, particularly across multi-site portfolios. This innovation reflects a broader shift within Mitie's technical services and fire and security offering, where sustainability and performance are increasingly aligned. By integrating lower carbon technology into core service delivery, Mitie is supporting clients to meet both compliance requirements and ESG targets, without compromising safety or operational effectiveness.

The adoption of electric dry riser testing also supports the transition to cleaner, more efficient infrastructure across the built environment. As regulatory expectations and sustainability standards continue to evolve, solutions that reduce emissions while improving performance are becoming increasingly valuable.

Strengthening Mitie's offering

The integration of Marlowe's capabilities strengthens Mitie's ability to deliver these outcomes at scale, combining specialist expertise with a focus on innovation and sustainability. This approach ensures that fire safety services not only meet critical compliance needs, but also contribute to wider environmental and operational goals. By replacing traditional diesel systems with electric alternatives, Mitie is demonstrating how targeted innovation can deliver measurable improvements in efficiency, cost and environmental impact – supporting clients in creating safer, more sustainable and future-ready environments.

Mitie Plan Zero – Decarbonisation, Delivered™

Mitie's Decarbonisation, Delivered™ programme focused on supporting clients to reduce emissions across their estates through practical, engineered solutions embedded into service delivery. It combined technical expertise, data-led insight and operational capability to help organisations transition towards lower-carbon operations while maintaining performance and cost efficiency.

Play the Decarbonisation video
https://tinyurl.com/YAU5UHR

Our companies

Biotecture cliniwaste CUSTOM SOLAR ESM POWER FOREST G2 ENERGY JCA RMS ROCK POWER CONNECTIONS

Carbon

Net Zero ambition is no longer enough – clients need credible, data-led delivery. Mitie's sustainability consultancy turns carbon commitments into costed, achievable pathways, combining technical expertise with practical, on-the-ground experience.

From Net Zero pathways and climate change risk assessments to fleet electrification and ISO-certified management systems, our approach is built on evidence, not assumption, targeting investment where it delivers the greatest environmental and commercial value. The following pages show this in action.

Mitie Consulting, Plan Zero

Net Zero Navigator: the pivot senior leaders can't ignore

In January 2026, Mitie launched its annual Net Zero Navigator, providing customers with expert insight into the trends shaping decarbonisation across compliance, energy, strategy, legislation and funding, and water. Designed to support organisations moving from ambition to delivery, the Navigator combines market intelligence with practical guidance to help embed Net Zero into core business strategy.

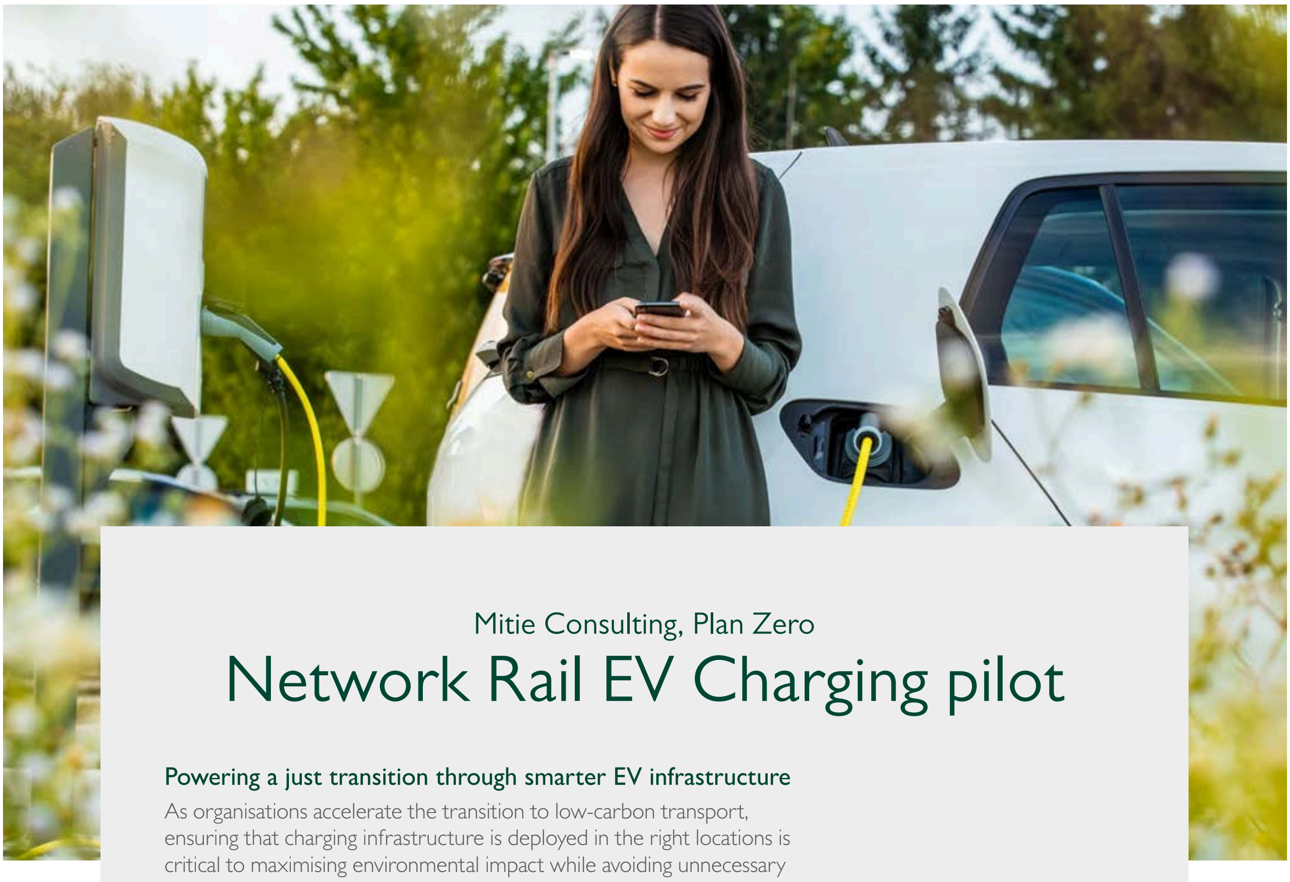
To mark the launch, Mitie hosted a client briefing at The Shard, bringing together more than 40 organisations, external experts and Mitie specialists. Insights from the session reinforced a clear shift in approach, with decarbonisation increasingly driven by energy resilience, regulatory pressure and cost control, rather than sustainability commitments alone. With the UK targeting a 68% reduction in emissions by 2030, organisations are now expected to demonstrate credible, data-led delivery.

The Navigator outlines five priority areas shaping this transition: compliance, energy, strategy, legislation and funding, and water. It highlights how improving energy performance can unlock financial value, while investment in on-site generation and storage supports long-term resilience. It also emphasises the importance of integrated planning, funding alignment and cross-functional collaboration to deliver measurable outcomes.

Collectively, these insights demonstrate how economic drivers are accelerating the transition, positioning Net Zero as a strategic and commercial priority. Through Net Zero Navigator, Mitie is supporting organisations to navigate complexity, embed decarbonisation into decision-making and deliver measurable environmental and business value.

Listen to Alex Avila
tinyurl.com/4AWZHP4A

Read more on mitie.com
tinyurl.com/YC8PSRB6



Mitie Consulting, Plan Zero

Network Rail EV Charging pilot

Powering a just transition through smarter EV infrastructure

As organisations accelerate the transition to low-carbon transport, ensuring that charging infrastructure is deployed in the right locations is critical to maximising environmental impact while avoiding unnecessary cost and stranded assets. Through Mitie EV Solutions, Mitie is helping clients take a data-led approach to fleet and infrastructure decarbonisation, ensuring investment is targeted where it can deliver the greatest value.

Working with Network Rail, Mitie developed an evidence-based electrification strategy to support the rollout of EV charging infrastructure across the organisation's extensive station car park network. The project sought to balance decarbonisation ambitions with affordability, accessibility and long-term operational efficiency.

Enabling smarter infrastructure investment

Rather than applying a standardised approach across the estate, Mitie undertook a pilot study across 25 station car parks, representing a mix of rural stations, town centres, urban locations and major transport hubs.

Using car park utilisation data, charging demand modelling and performance data from existing chargepoints, the analysis identified the factors most likely to influence successful charger deployment. The study found that user dwell time, rather than car park size, was the key determinant of charging demand, enabling infrastructure to be tailored to local requirements and improving utilisation.

The result was a scalable methodology that helps ensure investment is directed towards locations where charging infrastructure will have the greatest impact and value.

Driving resource efficiency and long-term value

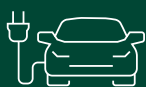
The pilot also highlighted opportunities to improve efficiency through shared infrastructure. Mitie identified that 13 of the 25 sites were located within half a mile of a Network Rail fleet depot, creating opportunities to share grid connections and reduce overall infrastructure costs.

This approach is expected to deliver approximately 30% savings through shared grid investment, demonstrating how strategic planning can reduce both financial and environmental costs while accelerating deployment.

By combining demand modelling, infrastructure planning and operational insight, Mitie is helping Network Rail create a scalable roadmap for estate-wide electrification, supporting a just transition to low-carbon transport while delivering environmental, social and economic value.

At a glance

- 2027–2032 phased rollout approach
- Approximately 30% cost saving identified through shared grid connections
- Supporting affordable charging access for passengers and local communities



25

station car parks assessed

13

sites located close to fleet depots

Mitie Consulting, Plan Zero

Powering the Port of Dover's journey

As part of its decarbonisation ambitions, the Port of Dover is planning the transition of its operational fleet and on-site service partners to EVs. To support this transition, Mitie's EV Solutions team developed an evidence-based electrification roadmap, helping the Port determine where, when and how charging infrastructure should be deployed across its Eastern and Western Docks.

Building a data-led electrification strategy

Using operational data provided by the Port of Dover, Mitie built on an earlier feasibility study, incorporating updated EV and charging data, real-world telematics, and detailed modelling of charging demand, power requirements and installation costs.

The assessment focused on a 130-vehicle service partner fleet, providing a clear understanding of fleet behaviour and future charging requirements across the estate.

The analysis found that approximately 75% of the service partner fleet travelled fewer than 30 miles per day, indicating that a significant proportion of vehicles were already suitable for electrification using existing EV technology.

Based on this evidence, Mitie developed a phased charging infrastructure plan aligned to operational demand, ensuring investment was targeted where it would be most effective.

Infrastructure plan

- Six twin-socket 22kW AC chargers recommended at Priority 1 locations
- Expansion to nine chargers by 2030 at Priority 1 sites
- Additional 11 chargers identified for the Eastern Dock
- Additional nine chargers identified for the Western Dock

Maximising existing infrastructure

A key finding from the study was that the Port's existing substation could support the proposed charging infrastructure with only minimal load management during short daily peak periods.

This avoided the need for major grid reinforcement works and provided confidence that fleet electrification could be delivered within existing power capacity.

Supporting long-term decarbonisation

The project provided the Port of Dover with a phased, costed electrification roadmap aligned to genuine fleet demand. It also identified additional high-dwell locations suitable for future charging infrastructure, creating flexibility for further expansion as EV adoption increases.

Through a data-led approach to infrastructure planning, Mitie supported the Port of Dover in developing a practical roadmap for fleet electrification, helping align operational requirements with long-term decarbonisation objectives.

At a glance

- Assessment undertaken across the Eastern and Western Docks
- Charging demand, infrastructure requirements and power impacts modelled
- Phased electrification roadmap developed
- Identifying fleet electrification opportunities
- Existing substation capable of supporting charging demand

130
vehicles assessed

75%
of vehicles travel fewer than 30 miles per day

35
twin-socket 22kW chargers identified across the rollout programme

Mitie Consulting, Plan Zero

Improving sustainability performance at Vodafone

Strengthening sustainability performance through management systems expertise

Effective management systems provide organisations with the structure to improve environmental performance, enhance workplace safety, strengthen governance and drive continual improvement. Through its consultancy business in Ireland, Mitie supports clients in developing, implementing and maintaining internationally recognised management systems that embed sustainability into day-to-day operations.

In 2025, Mitie successfully delivered the end-to-end implementation of ISO 14001 Environmental Management Systems and ISO 45001 Occupational Health & Safety Management Systems for Trane Technologies International Ltd in Swords, County Dublin. The project included gap analysis, management system design, staff awareness training, internal auditing and certification support, culminating in successful certification to both standards in July 2025.

Delivering certification and long-term value

Mitie's consultancy approach extends beyond certification readiness to support long-term management system effectiveness and continual improvement. Following certification, the team continued to support Trane Technologies through ongoing assurance activities, including surveillance audit preparation, internal auditing, compliance management and continual improvement planning.

This approach helps clients maintain robust management systems that support environmental performance, employee wellbeing and regulatory compliance while ensuring readiness for future external audits.

Key outcomes

- Successful implementation of ISO 14001 and ISO 45001
- Certification achieved in July 2025
- Staff awareness training and internal audit programmes delivered
- Ongoing surveillance audit and compliance support
- Long-term management system assurance and improvement
- Embedding sustainability through consultancy expertise

Mitie's management systems expertise also supports clients seeking to embed sustainability and energy performance into operational decision-making.

For Vodafone Ireland, Mitie supports the management and continual improvement of ISO 14001, ISO 45001 and ISO 50001 Energy Management Systems across the estate. Through management system governance, reporting, auditing and energy performance support, Mitie helps ensure that sustainability objectives are integrated into operational delivery.

This work demonstrates the role that management systems can play in translating sustainability ambitions into structured programmes, measurable actions and continuous improvement.

Supporting organisations at every stage of their journey

Whether helping clients achieve certification for the first time or to maintain mature management systems, Mitie's consultancy team provides flexible support tailored to organisational needs and levels of maturity.

Through practical consultancy expertise and long-term partnership, Mitie is helping organisations strengthen governance, improve sustainability performance and embed continual improvement across their operations.

At a glance

- ISO consultancy expertise across ISO 14001, ISO 45001 and ISO 50001
- End-to-end implementation and certification support
- Ongoing audit, compliance and assurance services
- Successful dual certification for Trane Technologies International Ltd
- Long-term management system support for Vodafone Ireland
- Focused on environmental performance, health and safety, energy management and continual improvement

Mitie Consulting, Plan Zero

GSK Net Zero Pathway

As part of Mitie's investment commitment under the facilities management contract, we partnered with GSK to help shape a clear and credible route towards Net Zero at one of its key UK pharmaceutical manufacturing sites. The study was designed to turn ambition into action, providing a practical pathway to support the site's commitment to achieve an 80% absolute reduction in operational emissions by 2030, with longer-term Net Zero ambitions extending to 2045.

Our assessment showed that Scope 1 emissions, primarily from natural gas used for steam generation and combined heat and power, were the most significant barrier to decarbonisation. In response, Mitie developed a phased pathway based on three principles: optimise, economise and decarbonise. This approach prioritised early operational improvements and cost savings, while setting out a longer-term plan for larger capital interventions aligned to asset lifecycles and operational resilience.

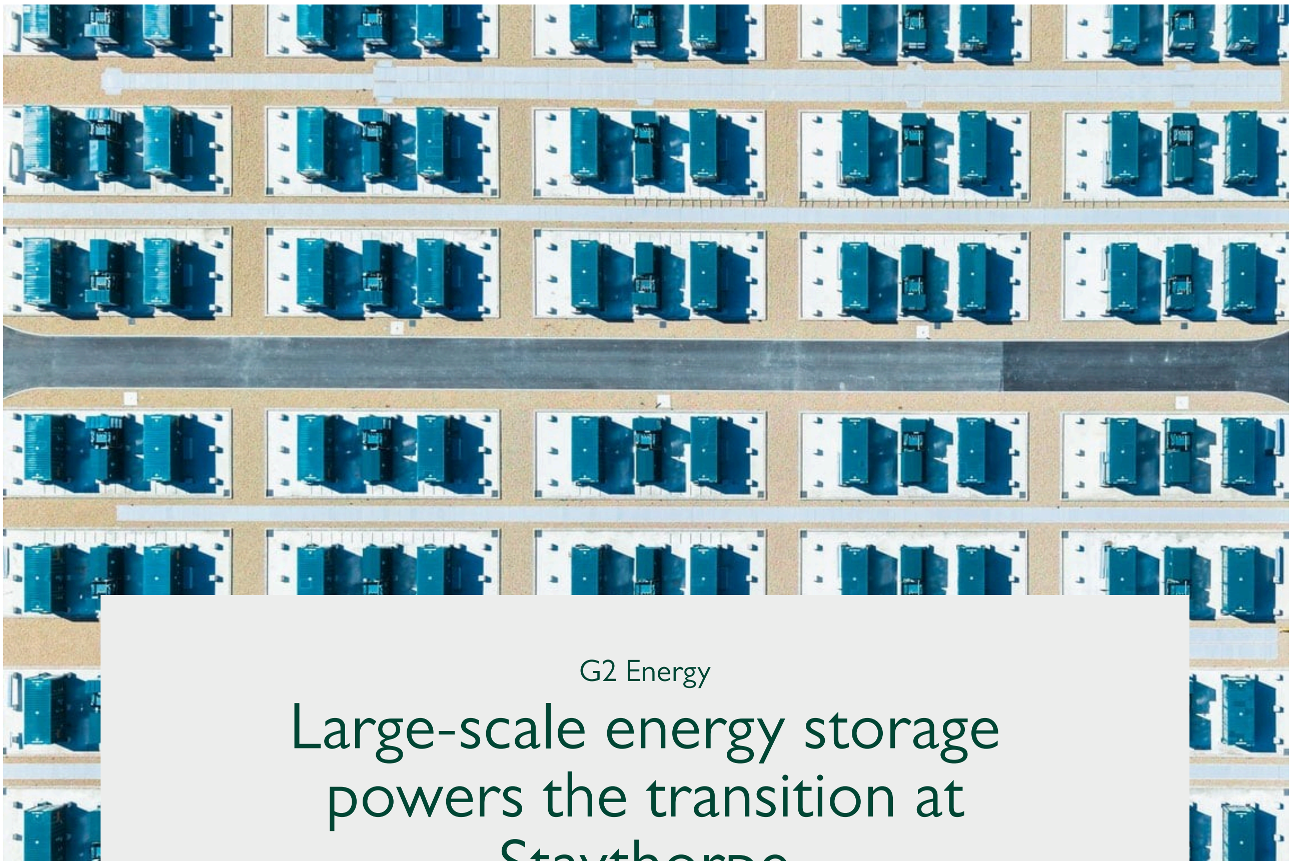
The final pathway identified £7.4 million of targeted investment, with the potential to deliver 1,613 tCO_2e of annual carbon savings. Combined with projects already underway, the programme supports total savings of 6,789 tCO_2e, placing the site on a credible trajectory towards its 2030 target.

The project was delivered by Aitziber Marco, Richard Barrington, George Yfantis and Thomas Whittingham.

Energy

Reliable, low-carbon energy is now core infrastructure, not a side ambition. Mitie helps clients generate, store and manage energy more intelligently, reducing reliance on the grid, strengthening resilience and cutting both cost and carbon.

From large-scale battery storage and on-site solar to lighting modernisation and building performance optimisation, we deliver measurable results at scale, turning energy efficiency into a driver of long-term value. The following pages show this in action.



G2 Energy

Large-scale energy storage powers the transition at Staythorpe

As the UK electricity system becomes increasingly reliant on renewable energy, energy storage is playing a critical role in balancing supply and demand, improving grid resilience and supporting the transition to a low-carbon future. Through Mitie Power & Grid and G2 Energy, Mitie is helping clients deliver the infrastructure needed to accelerate this transition.

In partnership with renewable energy developer Elements Green, Mitie is delivering the Staythorpe Battery Energy Storage System (BESS) in Newark, Nottinghamshire. Once operational, the project will be one of Europe's largest battery storage facilities, helping to strengthen the UK's energy infrastructure while delivering environmental and social value for local communities.

Enabling a low-carbon energy system

Battery energy storage allows excess renewable electricity to be captured and stored when generation is high, before being released back into the grid when demand increases. This flexibility helps reduce reliance on fossil fuel generation, supports renewable energy integration and improves energy security.

At Staythorpe, Mitie is delivering a 360MW / 720MWh BESS alongside a new 400kV grid substation, creating critical infrastructure that will support the UK's transition towards Net Zero.

Supporting biodiversity alongside infrastructure

The transition to clean energy must also support nature recovery. Biodiversity enhancement has therefore been embedded within the Staythorpe development from the outset.

The project is targeting a 25.7% Biodiversity Net Gain, creating measurable environmental improvements beyond the site's pre-development condition. Planned enhancements include new woodland and wildflower habitats, alongside extensive tree planting designed to strengthen local biodiversity and enhance ecological connectivity.

Creating local value and skills

Major infrastructure projects can create lasting benefits for local communities beyond the asset itself. During construction, the Staythorpe project is expected to support local employment and skills development, contributing to economic growth within the region.

Community engagement also forms a key part of the project approach, with ongoing dialogue helping to ensure transparency, provide updates and enable feedback throughout the development lifecycle.

Delivering future-ready energy infrastructure

Staythorpe demonstrates how Mitie's integrated engineering and energy capabilities are supporting clients to deliver complex infrastructure projects that combine operational performance with ESG outcomes.

By bringing together decarbonisation, biodiversity enhancement and community value within a single development, the project highlights the role that large-scale energy storage can play in creating a more resilient, sustainable and future-ready energy system.

Staythorpe demonstrates how Mitie's integrated engineering and energy capabilities are supporting clients to deliver complex infrastructure projects that combine decarbonisation, biodiversity enhancement and community value. By bringing together large-scale energy storage, nature recovery and local economic benefits, the project showcases how infrastructure investment can contribute to a more resilient and sustainable energy system.

> "We're proud to be delivering one of the UK's most significant energy storage projects. Staythorpe BESS is a strong example of how Mitie Power & Grid is applying its infrastructure expertise to support the UK's clean energy transition.
>
> Mark Caskey
> Managing Director, Mitie Projects

Key facts

£75.5m
infrastructure investment

360MW
/720MWh battery storage capacity

95,000+
homes powered for a full day

25.7%
Biodiversity Net Gain target

120+
new trees planted

60+
jobs created during construction

Custom Solar

Generating on-site renewable energy at LEGOLAND®

Mitie is supporting clients to reduce emissions and improve energy resilience through the delivery of renewable energy infrastructure. Working in partnership with Zestec Renewable Energy and Merlin Entertainments, Mitie has delivered a landmark solar PV carport at LEGOLAND® Windsor Resort, demonstrating how on-site generation can support decarbonisation while enhancing the visitor experience.

Delivering clean energy at scale

The installation includes a 1.2MW solar PV system capable of generating more than 1.1 million kWh of renewable electricity annually. The system is expected to reduce carbon emissions by approximately 195 tonnes each year, equivalent to removing around 130 petrol vehicles from the road.

The renewable electricity generated is sufficient to power more than 400 UK homes annually and will directly support LEGOLAND® Windsor Resort's new Woodland Village, its first carbon-neutral accommodation offering.

Supporting energy resilience

By generating and consuming electricity on site, the resort can reduce reliance on grid electricity while improving energy resilience and supporting long-term sustainability objectives. The project complements existing renewable energy procurement and demonstrates how organisations can take greater control of their energy consumption and emissions.

In addition to generating clean energy, the solar carport provides shaded parking for visitors, combining environmental benefits with practical operational improvements.

Accelerating decarbonisation through partnership

The project supports Merlin Entertainments' ambition to achieve Scope 1 and 2 carbon neutrality by 2030 and demonstrates the value of collaborative approaches to renewable energy deployment.

Key facts

1.2MW
arrayed solar carport

1.1m
kWh of clean electricity annually

195
tonnes of carbon emissions saved annually

130
Equivalent to removing 130 petrol vehicles from the road

400+
Sufficient to power 400+ UK homes annually

"We're proud to have helped deliver this landmark solar carport at LEGOLAND® Windsor Resort, with Merlin Entertainments and Zestec Renewable Energy. Together, we're turning sustainability ambition into action: producing clean electricity, reducing carbon emissions, and supporting greater energy resilience.

Mark Caskey
Managing Director, Mitie Projects

Custom Solar

Renewable energy powers climate-positive ambitions at the Eden Project

Mitie is helping organisations accelerate their transition to low-carbon operations through the delivery of renewable energy infrastructure that reduces emissions, strengthens energy resilience and supports long-term sustainability goals.Through Custom Solar, part of Mitie, the company partnered with the Eden Project to expand its on-site renewable energy generation as part of the charity's commitment to become climate positive by 2030. Building on the site's existing investment in renewable energy, including the UK's first deep geothermal well since 1986, the project demonstrates how tailored solar solutions can help organisations reduce reliance on grid electricity while supporting wider decarbonisation objectives.

Delivering renewable energy infrastructure

Custom Solar designed, developed and installed a new 140kWp roof-mounted solar PV system, delivered in partnership with Zestec Renewable Energy through a Power Purchase Agreement. The approach enabled the Eden Project to increase its renewable energy capacity without significant upfront capital investment, providing a scalable and financially accessible route to decarbonisation.The project showcases Mitie's ability to support clients throughout the full lifecycle of renewable energy projects, from engineering design and development through to installation and integration with existing energy infrastructure.

Reducing carbon emissions and strengthening energy resilience

The solar installation is forecast to generate approximately 145,000 kWh of clean electricity each year, helping to reduce reliance on grid electricity while strengthening energy resilience across the site.

The system is expected to avoid approximately 32 tonnes of CO_2e annually, supporting the Eden Project's carbon reduction programme while complementing its existing renewable energy infrastructure. The renewable electricity generated is equivalent to the annual electricity consumption of approximately 29 UK homes.

Advancing environmental leadership

As a globally recognised sustainability destination, the Eden Project continues to demonstrate how environmental ambition can be translated into practical action. The solar installation supports its climate-positive journey while showcasing the role renewable energy can play in creating more resilient and sustainable operations.

Driving decarbonisation through partnership

The project demonstrates how Mitie, through Custom Solar, is helping clients turn sustainability ambitions into measurable outcomes. By combining technical expertise, innovative funding models and renewable energy delivery, Mitie continues to support organisations in reducing emissions, improving energy resilience and creating more sustainable, future-ready estates.

At a glance

- 140kWp roof-mounted solar PV installation
- Delivered through a Power Purchase Agreement
- Supporting the Eden Project's ambition to become climate positive by 2030
- Reduced reliance on grid electricity
- Increased on-site renewable energy generation

145,000 kWh
of renewable electricity generated annually

32
tonnes CO_2e avoided each year

29
Equivalent to the annual electricity consumption of 29 UK homes

> This solar installation is a powerful example of how we are advancing our mission to demonstrate ways in which we can take positive action for the planet and embrace renewable energy solutions. By building on our existing renewable energy infrastructure and literally harnessing the power of the sun, we are taking a significant step towards achieving our carbon reduction goals.
>
> Charles Sainsbury
> Head of Regenerative Sustainability and Energy, Eden Project

JCA Engineering

Delivering circular construction and biodiversity at Kao Data

As part of JCAs commitment to sustainability and environmental responsibility, the team on the KLON-03 data centre construction project for their client Kao Data took the initiative to create a wildlife-friendly space on site using only recycled and repurposed materials. This grassroots effort, led by two team members, demonstrates how small actions can contribute meaningfully to our broader Corporate Sustainability Reporting goals.

With the pace of construction necessitating the removal of a landscaped mound to make way for additional car parking, the team recognised the importance of giving back to the environment. Nine trees from the site were carefully donated to a local contractor for replanting, ensuring their continued growth and benefit to the local ecosystem.

To further mitigate the environmental impact, leftover materials from the build were repurposed to create a small biodiversity hub. Items included reclaimed timber, surplus aggregate, and even a disused hard hat creatively transformed into a bird bath and insect hydration station.

The initiative supports both the Considerate Constructors Scheme and Building Research Establishment Environmental Assessment Method (BREEAM) targets, aligning with principles of biodiversity enhancement, responsible resource use, and community engagement. It serves as a simple yet powerful example of how construction projects can deliver environmental benefit alongside infrastructure development: turning what would be waste into opportunity.

JCA Engineering

Delivering energy optimisation for Battersea Power Station

At Battersea Power Station, JCA is delivering measurable environmental performance improvements through intelligent energy management and continuous system optimisation.

Over the past 12 months, the maintenance team has achieved energy savings equivalent to powering approximately 200 average UK homes for one year. These results have been driven through a data-led approach to building performance, focusing on improving the efficiency of key building systems.

Lighting systems have been optimised through tighter management of presence detection, timers, and daylight controls, ensuring energy is only used when required. At the same time, ventilation systems have been carefully refined to respond to occupancy levels, CO_2 concentrations, temperature requirements, and external environmental conditions. This ensures that energy demand is closely aligned with real-time needs, reducing unnecessary consumption.

Mitie Lighting

Decarbonisation Delivered™ through smarter lighting

Lighting is often one of the most accessible opportunities for organisations to reduce energy consumption, lower carbon emissions and improve building performance. Through Mitie Lighting, Mitie helps clients accelerate decarbonisation through energy-efficient LED solutions, intelligent controls and innovative lighting designs that enhance workplaces, customer environments and public spaces.

Across financial services, transport, retail, education and leisure environments, Mitie Lighting is delivering measurable environmental and operational benefits through lighting modernisation programmes.

Reducing energy use and carbon emissions

Replacing legacy lighting systems with modern LED technology can significantly reduce energy demand while improving lighting quality and reducing maintenance requirements.

At Deloitte offices, Mitie delivered LED lighting upgrades and wireless controls, reducing lighting energy consumption by 65% and avoiding more than 30 tonnes of CO_2 emissions annually. The project also adopted circular economy principles through the reuse of existing luminaire bodies fitted with bespoke LED gear trays.

For Ladbrokes, Mitie completed one of the UK's largest retail LED lighting programmes, replacing fluorescent lighting across more than 1,900 sites. The project achieved 69% energy savings across the portfolio, delivering significant carbon and cost reductions while supporting the organisation's environmental targets.

Supporting sustainable estates

Through LED technology, intelligent controls and circular economy design, Mitie Lighting is helping clients reduce emissions, lower operating costs and improve the performance of their estates.

Creating smarter buildings

Modern lighting systems can do more than reduce energy consumption. Intelligent controls help ensure lighting is used only when and where it is needed, improving efficiency while creating better environments for occupants.

At Network Rail's General Office headquarters, Mitie installed a new LED lighting system with wireless controls, incorporating daylight dimming and occupancy sensing technology. The upgrade is expected to generate £75,000 annual savings, reduce emissions by 36 tonnes of CO_2 and deliver a 4.5-year payback, while improving workplace comfort and flexibility.

Enhancing places and experiences

Lighting also plays an important role in creating engaging, inclusive and customer-focused environments.

For Lloyds Banking Group, Mitie designed bespoke colour-changing LED installations that allow branches and offices to adapt lighting for awareness campaigns, diversity celebrations and corporate events. The solution combines flexibility, user experience and low-energy operation, demonstrating how lighting can contribute to both sustainability and social value objectives.

By combining technical expertise with innovative lighting solutions, Mitie Lighting is helping clients create more sustainable, efficient and future-ready environments while supporting their journey to Net Zero.

At a glance: Ladbrokes

69
energy savings across the Ladbrokes estate

3.3
year payback achieved across Ladbrokes sites

At a glance: Deloitte

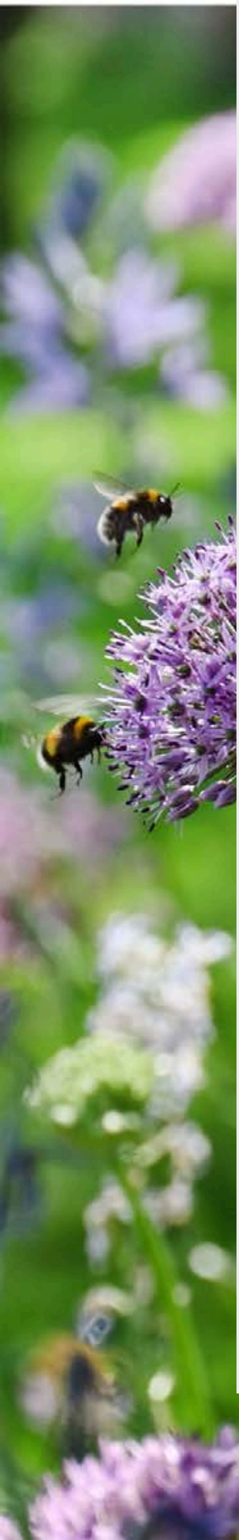
65%
lighting energy reduction at Deloitte offices

30+
tonnes of CO_2 avoided annually

Biodiversity

Development and nature recovery don't have to compete. Mitie helps clients embed ecological thinking into infrastructure, estates and workplaces, protecting habitats, strengthening ecological connectivity and delivering measurable improvements that go beyond compliance.

From ecological surveys and habitat creation to living walls and long-term biodiversity management, we combine technical expertise with practical delivery, helping organisations create places that support both people and wildlife. The following pages show this in action.



Mitie Landscapes

Supporting sustainable infrastructure through ecological insight

As the transition to low-carbon infrastructure accelerates, organisations are increasingly seeking ways to balance development with biodiversity protection. Through Mitie Landscapes, Mitie is helping clients integrate ecological considerations into project planning, enabling infrastructure projects to progress while supporting positive environmental outcomes.

Working with Rock Power Connections, Mitie's ecology team delivered a Preliminary Ecological Appraisal to support a new underground cabling route at East India Dock in London. The project forms part of a wider expansion of EV charging infrastructure, supporting the UK's transition to cleaner transport.

Embedding biodiversity into Infrastructure projects

Mitie's ecologists undertook a comprehensive assessment across a 1.76 km cable route, combining desk-based research with on-site ecological surveys. The appraisal evaluated habitats, species presence, planning considerations and opportunities to minimise environmental impacts.

The assessment included habitat surveys, great crested newt habitat suitability assessments, reviews of designated ecological sites and identification of invasive non-native species. By identifying potential ecological constraints early, the project team was able to inform design decisions and support efficient project delivery.

Creating positive outcomes for nature

Although the project fell below the threshold for mandatory Biodiversity Net Gain, Mitie's ecology team identified opportunities to enhance biodiversity alongside development. Recommended measures included wildlife-friendly planting and the installation of bird and bat boxes to support local species.

Targeted mitigation measures were also identified, including seasonal surveys for protected species, measures to protect potential bat roost features and timing considerations to avoid disturbance to nesting birds.

Supporting the energy transition responsibly

The East India Dock project demonstrates how ecological expertise can help clients balance infrastructure delivery with environmental stewardship. By integrating biodiversity considerations into the early stages of project development, Mitie helps reduce planning risks, support sustainable development and create opportunities for nature-positive outcomes alongside critical low-carbon infrastructure.

Key facts

1.76 km
cable route surveyed

- Supporting expansion of EV charging infrastructure
- Extended habitat and ecological surveys completed
- Protected species assessments undertaken
- Biodiversity enhancement opportunities identified
- Supporting environmentally responsible infrastructure delivery

Mitie Landscapes

Creating measurable biodiversity improvements

Effective nature recovery requires more than compliance. Through robust ecological assessments and evidence-based planning, Mitie identifies opportunities to enhance habitats, strengthen ecological connectivity and support priority species across complex operational environments.

For a national defence client, Mitie developed a long-term nature recovery strategy that identified significant opportunities to improve biodiversity across the estate. Recommended interventions included meadow creation, woodland planting, pond creation and green infrastructure enhancements designed to strengthen habitat networks and support long-term ecological resilience.

Supporting nature-positive development

Mitie is helping clients move beyond minimum biodiversity requirements by integrating nature recovery into project planning and estate management.

At a Cambridgeshire data centre, detailed ecological surveys and habitat assessments identified opportunities to support priority species, including bats, birds and the four-spotted moth. Practical enhancement and management plans were developed to maximise biodiversity value while aligning with operational requirements, demonstrating how environmental improvements can be delivered alongside business objectives.

Combining nature recovery with workplace community engagement

Environmental improvements can also create value for the communities we work in. Working with National Grid, Mitie delivered a nature recovery outreach and engagement initiative that combined habitat enhancement with staff engagement, environmental education and biodiversity awareness activities for the on-site staff community. The initiative focused on restoring habitats, improving landscape connectivity and strengthening understanding of nature recovery and environmental stewardship. By combining ecological improvements with outreach, engagement and knowledge-sharing, the initiative delivered both environmental and social value outcomes.

Building resilient landscapes for the future

Across projects for critical national infrastructure, data centre operators and defence estates, Mitie is helping clients create more resilient, biodiverse environments through long-term, evidence-based nature recovery strategies.

Through integrated ecology, habitat enhancement and long-term stewardship, Mitie is helping clients move beyond compliance to deliver measurable biodiversity improvements that support nature recovery, environmental resilience and sustainable estate management.

Nature recovery benefits

- Targeted support for priority and protected species
- Habitat enhancement aligned with operational needs
- Evidence-based ecological management planning
- Biodiversity improvements beyond regulatory requirements
- Opportunities for meadow creation, woodland planting and pond creation
- Enhanced ecological connectivity across the estate

69.9%
uplift in habitat units identified

612.8%
uplift in hedgerow units identified

Mitie Landscapes

Enhancing wellbeing through nature: DWP Sensory Garden, Scotland

Mitie is helping clients create healthier, more sustainable workplaces through nature-based solutions that deliver benefits for both people and biodiversity. Working with the Department for Work and Pensions (DWP), Mitie Landscapes designed and delivered a sensory garden in Scotland, transforming a limited urban space into an inclusive environment that promotes wellbeing, accessibility and nature recovery.

Supporting people and nature

Developed in collaboration with DWP stakeholders, the garden was designed to provide a restorative space where colleagues can take time away from the workplace and reconnect with nature. Careful use of planting, seating and natural features created a welcoming environment that feels distinct from the surrounding office and parking areas, despite its constrained footprint.

The sensory garden stimulates sight, sound, touch, smell and taste through a carefully selected mix of flowering plants, scented species, herbs, water features and tactile planting, creating an engaging and accessible experience for a wide range of users.

Delivering biodiversity and social value

The planting scheme was selected to maximise biodiversity benefits, supporting pollinators, birds and other wildlife through native and pollinator-friendly species. Additional habitat features further strengthen the site's ecological value while contributing to wider nature recovery goals.

Sustainability was embedded throughout the project through the use of FSC-certified timber, peat-free compost and chemical-free maintenance practices. Together, these measures demonstrate how biodiversity enhancement can be successfully integrated into workplace environments, delivering positive outcomes for both people and nature.

Through projects such as the DWP Sensory Garden, Mitie is demonstrating how nature-based solutions can enhance workplace environments, strengthen biodiversity and support wider ESG objectives.

Key benefits

- Accessible outdoor space designed to support wellbeing
- Habitat creation for pollinators, birds and other wildlife
- Native and biodiversity-focused planting schemes
- Sustainable materials and maintenance practices
- Strong stakeholder collaboration throughout design and delivery

Mitie Landscapes

Recognition and impact

Green Apple Awards (Gold)

Mitie was awarded Gold at the Green Apple Awards in FY26, recognising excellence in environmental best practice and the delivery of impactful sustainability solutions across client estates. The awards, one of the UK's most established environmental recognition programmes, celebrate organisations that demonstrate measurable outcomes in areas such as biodiversity, resource efficiency and community engagement. Mitie's success reflects its ability to translate environmental ambition into practical, scalable delivery, combining technical expertise with innovation to achieve tangible environmental and social value.

Green World Ambassador status

Mitie was also awarded Green World Ambassador status by The Green Organisation in FY25, recognising its leadership in promoting environmental best practice on a global stage. This status is awarded to organisations that have demonstrated proven environmental success and are committed to sharing knowledge and influencing wider industry change. The recognition positions Mitie as a leader in sustainable delivery, reinforcing its role in driving environmental innovation and supporting clients in achieving their sustainability goals.

These projects contributed to Mitie's success at the Green Apple Awards in FY26, recognising excellence in environmental innovation and delivery.

Landscapes and grounds maintenance
tinyurl.com/A2SWSEPF

Biotecture

Green warehouse, Croydon

Overview

Biotecture were appointed by Faircloth Construction to bring the UMC Architects green wall design to life on the front of a new 52,605 square foot logistics warehouse in Croydon.

The living wall forms part of the car park elevation and was designed to soften the building's appearance, increase biodiversity and provide a greener outlook for those arriving on site.

Our approach

The living wall was created using Biotecture's BioPanel living wall system, a hydroponic, modular system designed and certified for use as rainscreen cladding.

It includes a dimensionally stable, water-retentive growing medium called Grodan, favoured by commercial greenhouse growers.

Our in-house team worked closely with the main contractor, Faircloth, to ensure the living wall was fully integrated into the building façade. This included panel layout, planting design, irrigation design, and flashing design.

The living wall is north facing and required a shade-tolerant plant palette. The plant design includes four different planting matrices across 14 curved bands to create visual interest.

The living wall panels were 'pre-grown' in our nursery facility in West Sussex and allowed to mature before being installed on site. This ensured a seamless look from day one.

The results

The living wall has created a greener, more welcoming entrance to the warehouse and a pleasant backdrop for an outside seating area.

The diversity of plants, including flowering plants, will support a wide range of pollinators, including bees, hoverflys and butterflies.

The Biotecture BioPanel living wall system's robust design, combined with an automatic irrigation system and regular maintenance visits will keep this living wall thriving for years and decades to come.

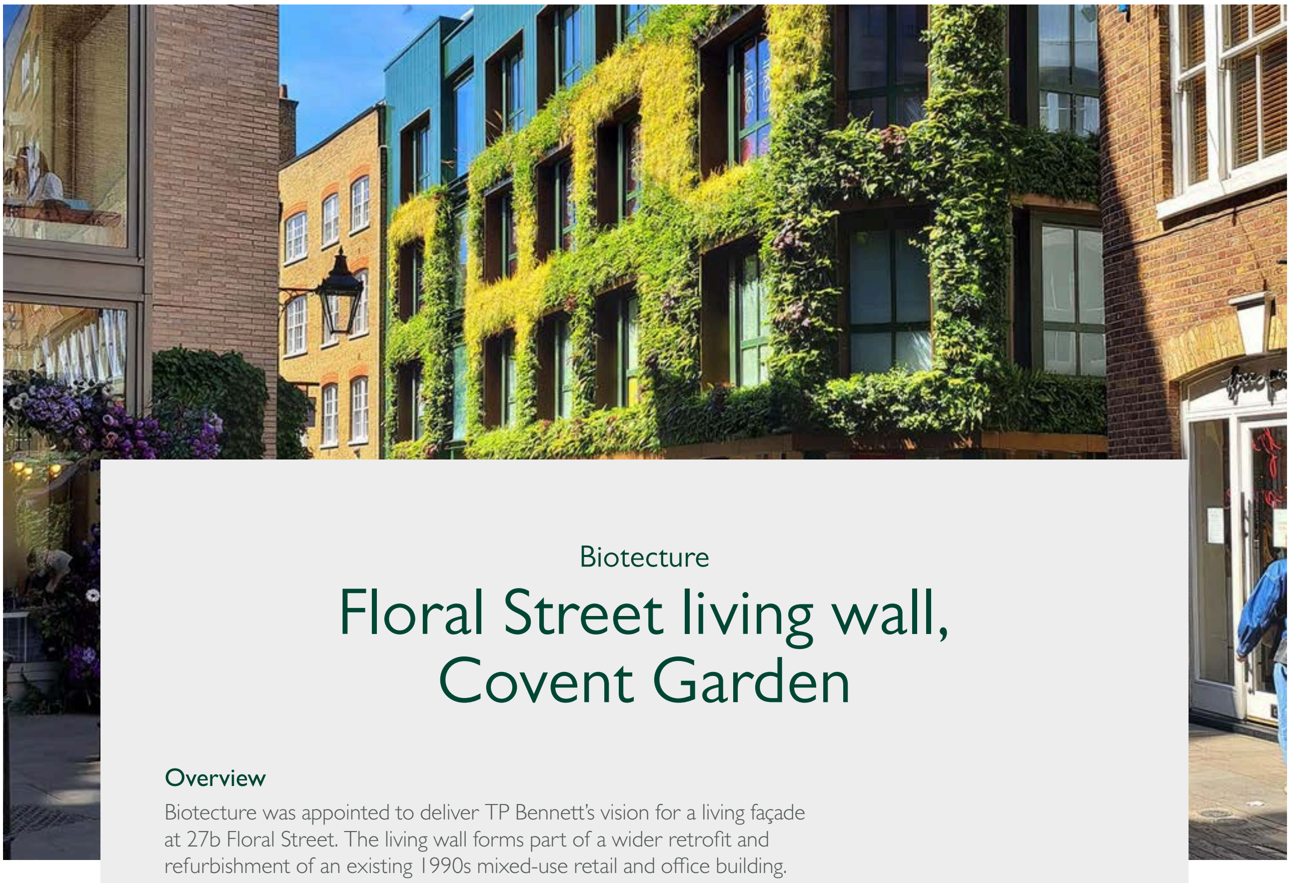
> The wall looks great – it really came together and stands out really well, it has been a pleasure working with the Biotecture team.
>
> Brian Funga
> Construction Manager, Faircloth Construction

Key facts

88m²
of BioPanel living

5,280
plants

15
plant species



Biotecture

Floral Street living wall, Covent Garden

Overview

Biotecture was appointed to deliver TP Bennett's vision for a living façade at 27b Floral Street. The living wall forms part of a wider retrofit and refurbishment of an existing 1990s mixed-use retail and office building.

Covent Garden is one of London's most vibrant retail and cultural destinations, renowned for its plant-lined streets and floral displays that nod to its history as a former flower market. The living wall celebrates this rich heritage while bringing contemporary greenery to the façade.

Biotecture designed and installed a 140m² living wall using our modular, hydroponic Biotecture BioPanel system, a fully compliant living cladding solution designed for long-term performance in urban environments.

Our approach

The process of delivering a Biotecture BioPanel living wall starts with design work, including panel layout, planting and irrigation design. After sign-off, plants are pre-grown into the Biotecture BioPanel in our nursery and allowed to mature before being installed on site.

The living cladding was installed in two phases: the first fix included the installation of the backing board, geotextile drainage layer, aluminium cladding rails and irrigation rig; and the second fix brought in the fully mature planted panels.

The living wall wraps around South and East elevations, with planting carefully zoned to respond to differing light conditions. Shade-tolerant species were placed in less exposed areas, while sun-loving, seasonal plants feature in brighter zones to attract pollinators.

All our planting schemes use Matrix planting, with mixed species in each zone to enhance biodiversity and resilience.

The results

The completed living wall brings natural softness and year-round greenery to a vibrant part of Covent Garden.

The living wall will improve the building's performance adding additional insulation to reduce the need for mechanical heating and cooling.

The living wall will also help reduce air pollution in this busy part of London.

Services

- Design and project management
- Horticulture and installation
- Automatic irrigation monitoring
- Regular horticultural maintenance visits

Key facts

140m²
of BioPanel living cladding

8,400
plants

15+
plant species

Biotecture

Roof terrace living walls at 101 Moorgate

Bringing biodiversity and wellbeing into the built environment

Mitie supported the delivery of living walls at 101 Moorgate, a landmark office and retail development in the City of London. Installed across roof terraces on the 5th, 6th, 7th and 9th floors, the living walls help transform underutilised urban spaces into vibrant green environments that support biodiversity, employee wellbeing, and climate resilience. The installation demonstrates how nature-based solutions can be integrated into commercial developments to enhance environmental performance while creating attractive and accessible outdoor spaces.

Delivering nature-positive infrastructure

Working with Mace and specialist living wall provider Biotecture, the project combined innovative design with long-term environmental performance. The living walls were created using a modular hydroponic system and planted with a carefully selected mix of evergreen and seasonal species to provide year-round visual interest while supporting urban biodiversity. Remote irrigation and ongoing maintenance arrangements help ensure the walls remain healthy and resilient over the long term.

Supporting biodiversity, wellbeing and urban resilience

The completed installation has created distinctive green roof terrace environments that contribute to the building's biodiversity and wellbeing objectives. In addition to enhancing the user experience for building occupants, the planting provides habitat opportunities for pollinators and other urban wildlife. By bringing nature into a dense city-centre environment, the project demonstrates how green infrastructure can help create healthier, more sustainable workplaces while supporting wider environmental goals.

Key facts

10 plant species incorporated into the design, with roof terrace installations across four floors supporting biodiversity and employee wellbeing objectives

110m²

of BioPanel living cladding

6,270

plants installed

Biotecture

Sustainability benefits of external living walls

Bringing nature into our cities is a vital component for a sustainable future. Living walls are an ideal solution in urban areas where space is literally and financially at a premium. Living walls are proven to help reduce air pollution, aid biodiversity, uplift people and help meet sustainability targets and improve business. No other cladding system can do all this.

CO_2 sequestration

Scientific research has shown that, on average, plants in a living wall filter particulate matter from the air and convert CO_2 into oxygen: $1m^2$ of living wall extracts 2.3 kg of CO_2 per annum from the air and produces 1.7 kg of oxygen.

Better air quality

'Air quality is the largest environmental health risk in the UK' according to the Defra Clean Air Strategy, 2019. During photosynthesis, plants absorb CO_2 and other gases like oxides of sulphur and nitrogen (SO_2 and NOx), ozone (O_3) and airborne ammonia(NH_3) through their stomata. Plants also reduce air pollution by intercepting suspended particulate matters and aerosols and retaining them on the leaf surface.

In densely populated areas of high-rise development, pollutants can become trapped in urban street canyons. A study carried out in 2012 showed that 'planting of vegetation in Street Canyons can reduce street-level concentrations by as much as 40% for NOx and 60% for PM (Particulate Matter).'

According to a wide ranging 2016 study, the World Health Organization (WHO) cites poor air quality as being a link to a more than 5.5 million premature deaths annually, largely as a result of increased mortality from stroke, heart disease, chronic obstructive pulmonary disease, lung cancer and acute respiratory infections.

WHO data shows that almost all of the global population (99%) breathe air that exceeds the WHO guideline limits containing high levels of pollutants.

Cooler streets

Cities have higher temperatures than surrounding areas, an effect known as the 'Urban Heat Island'. The number of heat islands and degree of temperature increase is set to rise with urban population growth, rising air pollution and climate change. Various studies have shown that living walls can lower temperatures in the immediate vicinity, providing relief from urban heat island effects, and potentially leading to fewer deaths. In a 2008 study, green walls were estimated to decrease canyon air temperature by up to 4 degrees in Hong Kong and 5 degrees in Riyadh.

Biodiversity Net Gain

A recent Royal Horticultural Society study found that the more vegetation a living wall has, the more invertebrates it attracts, with diverse plant mixes offering even greater benefits. Typically, a single living wall contains at least 10–15 different evergreen and flowering plant species, creating a thriving habitat for pollinators. To further enhance biodiversity, we can also incorporate bee and invertebrate boxes, providing essential shelter for wildlife. Living walls can help meet Biodiversity Net Gain calculations depending on the starting score.

How can living walls improve thermal performance?

As well as multiple other benefits, green walls have been proven to provide energy savings to help reduce the carbon footprint of existing buildings. Buildings directly account for 17% of UK GHG emissions and space heating accounts for over 60% of all energy used in buildings. Living walls and green infrastructure provide insulation, and solar shading helps to keep buildings cool in summer and warm in winter, which could play a part in helping the UK to achieve its Net Zero commitments.

Reducing heat loss

Researchers at the University of Plymouth's Sustainable Earth Institute recently carried out a study looking at how living wall systems affect the thermal performance of buildings. They found that the amount of heat lost through a section of the building covered in a living wall was 31.4% lower than through an uninsulated cavity wall.

They also found that daytime temperatures within the section covered by a living wall remained more stable than the section behind the bare wall; meaning less energy was required to heat it.

Solar shading

Researchers at the University of Venice and the University of Siena found that screening from direct solar radiation by green walls is among the most important factors affecting the thermal performance of building envelopes. Foliage provides solar shading, helping to keep buildings cool and reducing the need for mechanical cooling in summer.

The researchers found that, in Mediterranean climates, green walls can be up to 20 degrees cooler than bare walls and can reduce energy demand for cooling by up to 66%.

Relief from 'urban heat islands'

As well as reducing the energy consumption of individual buildings, living walls and green infrastructure can also help keep our cities cooler in summer. Climate change science predicts that London will have similar temperatures to those currently experienced in Marseilles by 2050. London and other UK cities are not designed for these sustained levels of high temperatures. Heat can become trapped at street level, allowing heat to accumulate.

Plants lower temperatures through evapotranspiration, the combination of water evaporated into the atmosphere and plant transpiration, during even the warmest part of the day. On a city-wide scale, the introduction of vegetation can have a dramatic effect on reducing the extremes of the urban heat island effect. The scale of green infrastructure is directly related to the potential benefits.

Improved insulation

Green walls have been proven to provide energy savings to help reduce the carbon footprint of existing buildings. Buildings directly account for 17% of UK GHG emissions, and space heating accounts for over 60% of all energy used in buildings. Living walls and green infrastructure provide insulation and solar shading, helping to keep buildings cool in summer and warm in winter, which could play a part in helping the UK to achieve its Net Zero commitments. A research team at the University of Plymouth recently found that the amount of heat lost through a section of wall covered in a living wall was 31% lower than the original structure.

Water

Water is becoming one of the most regulated, costly and operationally critical resources that organisations manage. Mitie helps clients navigate this complexity, from advisory and compliance through to treatment, engineering and wastewater recycling.

Through Total Water and Marlowe Environmental Services, we bring specialist expertise together into a single, end-to-end offer, protecting water quality, strengthening resilience and helping clients meet tightening regulatory and ESG requirements. The following pages show this in action.

Managed Water Services

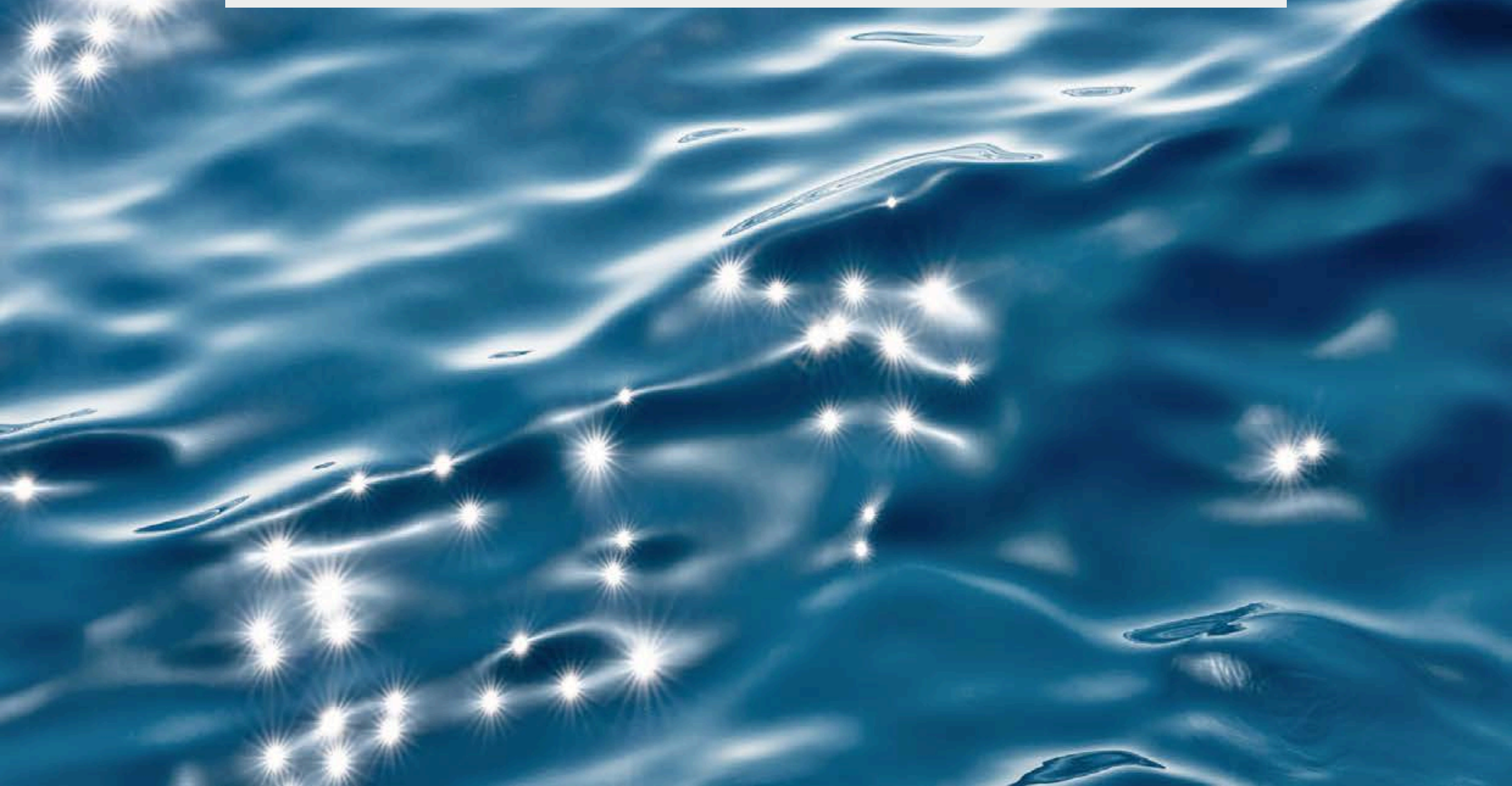
Making waves: Introducing Total Water

Mitie has launched Total Water, a new integrated water management offering developed following the acquisition of Marlowe. As water becomes increasingly regulated, costly and operationally complex, Total Water brings all of Mitie and Marlowe's water expertise into one end-to-end service to help clients reduce risk, improve compliance and strengthen resilience.

The new model provides complete visibility and control across the full water cycle, combining data, insight and specialist engineering to help organisations manage usage, reduce waste and meet tightening regulatory and ESG requirements. Total Water covers advisory services, water retail, hygiene and treatment, engineering and technology, wastewater recycling, and training and compliance.

Positioned under Marlowe Environmental Services, Total Water creates a clearer, simplified offer for clients, and supports Mitie's ambition to deliver smarter, more sustainable water solutions across its portfolio.

> "Total Water is a major step forward for us, under the Marlowe Environmental Services brand. By bringing our expertise together, we can offer clients a simpler, smarter way to manage water. It helps them stay safe and compliant today, while also preparing for the challenges of tomorrow.
>
> **Stuart Bleazard**
> Managing Director
> Marlowe Environment Services



Marlowe Environmental Services

Advancing water stewardship through innovative wastewater treatment

Clean water is essential for healthy communities, thriving ecosystems and sustainable economic growth. However, increasing environmental regulation, population growth and pressure on water infrastructure are creating new challenges for organisations responsible for managing wastewater. Through Marlowe Environmental Services, Mitie helps clients address these challenges with specialist treatment solutions designed to improve water quality, maintain compliance and support long-term environmental resilience.

Protecting water quality and ecosystems

Effective wastewater treatment plays a vital role in preventing pollutants from entering rivers, streams and groundwater. By removing contaminants such as suspended solids, ammonia and organic matter before treated water is discharged, advanced treatment technologies help protect water resources and reduce environmental risk.

Marlowe Environmental Services has delivered treatment solutions across a diverse range of operational environments, from critical water infrastructure to specialist conservation facilities. These projects help clients meet environmental discharge requirements while supporting the protection of local ecosystems and biodiversity.

> There is a demonstrable growing demand for adaptable wastewater treatment technologies that give water companies greater flexibility in meeting the needs of tightening regulatory standards.
>
> **James Greenwood**
> Head of Sales, WCS Environmental Engineering

Building resilient infrastructure

Wastewater networks increasingly face challenges from ageing assets, groundwater infiltration, flooding and fluctuating treatment demands. Flexible and modular treatment technologies can help operators maintain treatment performance while adapting to changing environmental conditions.

Marlowe Environmental Services has supported water utility clients through the deployment of modular biological treatment and filtration technologies designed to manage variable flows, increase operational resilience and maintain compliance with increasingly stringent environmental standards. The scalability of these systems also enables future expansion, helping organisations plan for long-term infrastructure requirements while reducing the need for major asset replacement.

Driving innovation and resource efficiency

The future of wastewater management extends beyond treatment alone. Emerging technologies are creating opportunities to recover valuable resources from wastewater streams while reducing environmental impacts.

Marlowe Environmental Services is working with industry partners to explore innovative approaches, including algae-based treatment technologies capable of removing phosphorus and nitrogen from wastewater. These solutions have the potential to support nutrient recovery, reduce reliance on conventional treatment processes and contribute to more circular approaches to resource management.

Research and development initiatives such as these are helping to identify new ways to improve environmental performance while supporting the transition towards more sustainable and resource-efficient wastewater treatment.

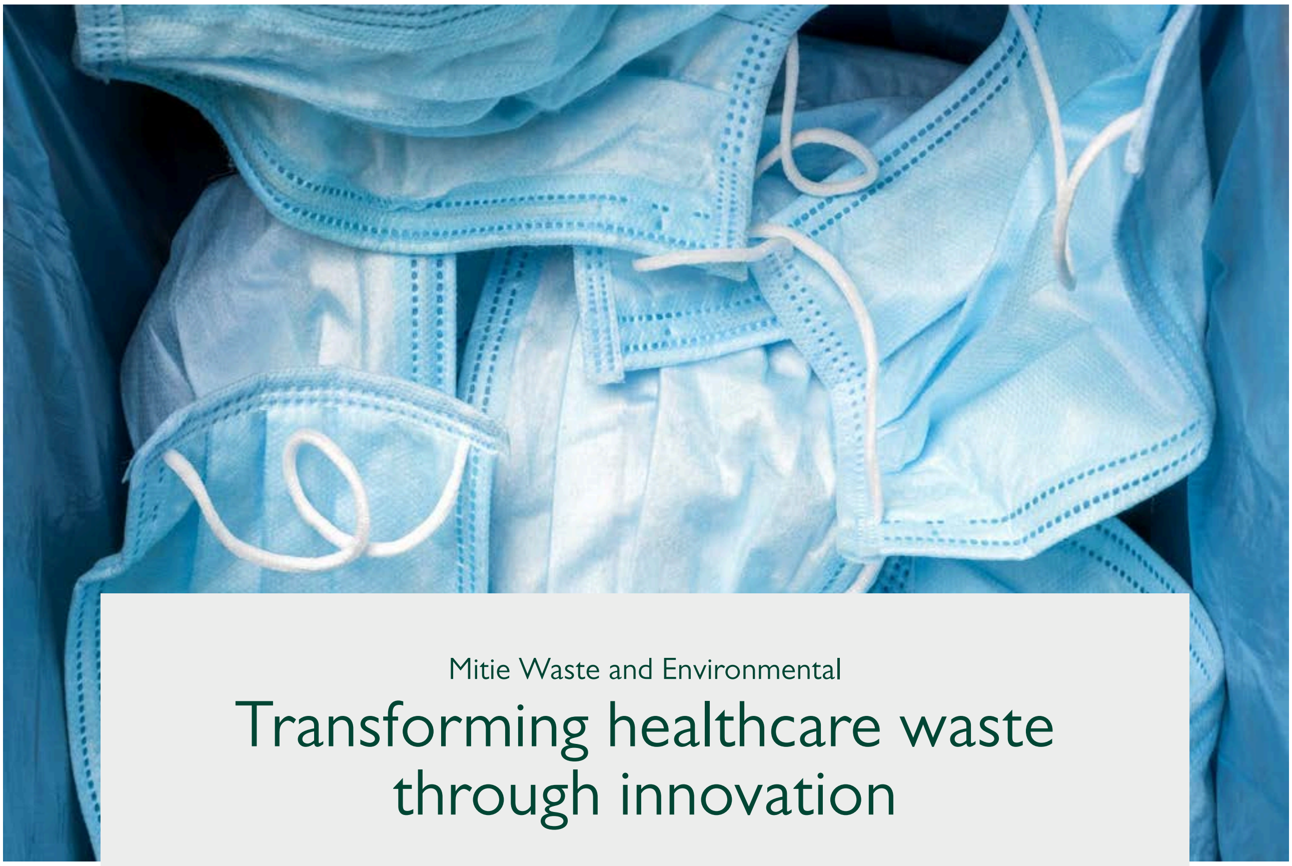
Delivering environmental value for clients

Through Marlowe Environmental Services, Mitie helps clients protect local waterways, reduce pollution risks, maintain regulatory compliance and strengthen resilience to changing environmental conditions. By combining proven treatment technologies with innovative approaches to water management, Mitie is supporting more sustainable outcomes for clients, communities and the environment.

Circular economy

Waste is no longer just an operational cost, it's a resource, a compliance risk and a measurable part of an organisation's environmental footprint. As regulation tightens, from Simpler Recycling reforms to extended producer responsibility, Mitie is helping clients move from disposal to recovery.

Through smarter segregation, on-site recycling infrastructure and data-led waste management, we help organisations reduce waste, cut emissions and improve safety and compliance across complex estates. The following pages show this in action.



Mitie Waste and Environmental

Transforming healthcare waste through innovation

At Hull University Teaching Hospitals NHS Trust (HUTH), Mitie is helping transform waste management through the implementation of England's first hospital-based small-scale Materials Recycling Facility (Mini MRF). Introduced at Hull Royal Infirmary in May 2025, the facility supports improved waste segregation, increased recycling and enhanced visibility of waste streams, helping the Trust reduce environmental impacts while improving operational efficiency and safety.

Serving a population of more than 600,000 people and providing tertiary services to over 1.2 million patients, HUTH faced challenges common across the healthcare sector, with significant volumes of recyclable materials being disposed of as general waste. Through the introduction of the Mini MRF, Mitie has helped the Trust recover more materials for recycling and reduce reliance on general waste disposal.

Driving circularity and resource efficiency

By manually sorting domestic waste on site and increasing segregation across wards and departments, the Mini MRF has significantly improved resource recovery and recycling performance.

The facility also diverts food waste to anaerobic digestion, supporting circular economy principles and reducing the volume of waste requiring disposal.

Reducing emissions from waste operations

Improved segregation and reduced residual waste have delivered measurable environmental benefits, helping to reduce both treatment- and transport-related emissions.

Environmental impact

- 38 tCO_2e reduction in waste treatment emissions
- ~20% reduction in transport emissions
- 2,600 km of avoided vehicle travel within eight months

These improvements demonstrate how better waste management can contribute to wider decarbonisation objectives while improving operational performance.

Improving safety and compliance

The Mini MRF has strengthened waste governance by improving oversight and identifying incorrectly segregated materials before disposal.

Enhanced monitoring and reporting have increased the identification of mis-segregated waste, while the facility has intercepted potentially hazardous items including clinical waste, sharps and batteries.

By preventing these materials from entering inappropriate waste streams, the system helps reduce fire risk, improve compliance and enhance safety across the hospital estate.

Supporting smarter waste management

The introduction of the Mini MRF has improved waste data visibility, enabling targeted engagement with departments and supporting behavioural change across the Trust.

Better segregation, improved compaction and more efficient waste handling have reduced operational demands, while enhanced reporting provides greater insight into waste generation patterns. The Trust is also better positioned to meet future regulatory requirements, including the introduction of Simpler Recycling reforms.

> This project demonstrates how Mitie's waste and environmental services go beyond collection and disposal, delivering integrated, data-driven solutions that improve environmental performance, reduce costs and enhance safety.

Key facts

56.8%
recycling rate, up from 20.6%

10.8%
reduction in total waste

17.9%
reduction in general waste

38tCO_2e
reduction in waste treatment emissions

~20%
reduction in transport emissions

2,600 km
of avoided vehicle travel within eight months

Watch waste management video
https://tinyurl.com/5EE5EUKE

Mitie Waste and Environmental, St George's Hospital

Reducing clinical waste and cutting carbon emissions

Mitie has worked in partnership with St George's Hospital to help the Trust meet NHS England's 20:20:60 clinical waste segregation target, which aims for 20% high-temperature incineration, 20% alternative treatment (orange bag) waste and 60% offensive (tiger bag) waste. This ensures that waste is managed through the most appropriate treatment route based on risk and classification. The joint programme has reshaped how clinical waste is segregated across the hospital, reducing costs, cutting carbon, and embedding a model of continuous assurance that is now part of day-to-day ward operations.

A joint St George's Hospital and Mitie project team worked closely with clinical staff, Infection Prevention and Control, Estates & Facilities teams, and ward managers to improve segregation at the point of disposal. Through ward-level audits, standardised waste infrastructure, clear signage and targeted staff training, the programme reduced the amount of non-infectious waste entering higher-cost and higher-carbon treatment routes.

A key factor in the programme's success was the introduction of a continuous assurance model, with weekly ward audits, frontline coaching, immediate feedback and monthly performance reviews helping to embed lasting behavioural change and improve waste segregation. Between April 2021 and March 2026, alternative treatment waste reduced by 68.7%, from 88.48 tonnes to 27.71 tonnes per month, while offensive waste increased from 13.98 tonnes to 76.91 tonnes per month, achieving the NHS 20:20:60 target. The programme also reduced waste-related carbon emissions by 29.6%, improved the efficiency of waste management processes, trained over 1,700 staff, and completed approximately 323 ward audits, with 94% of surveyed staff reporting confidence in making the correct waste segregation decision.

Looking ahead

Looking ahead, St George's Hospital and Mitie will continue to sustain performance through ongoing assurance, staff engagement, and governance reviews, while sharing best practice across the NHS to support wider carbon reduction and waste segregation improvements.

68.7%
reduction in alternative treatment waste

1,700
staff trained and completed approximately 323 ward audits

Mitie Waste and Environmental

From luxury to legacy

Giving Le Manoir's assets a second life

In January 2026, Le Manoir aux Quat'Saisons, the renowned two-Michelin-starred Belmond hotel and restaurant in Oxfordshire, embarked on an 18-month, multi-million-pound redevelopment programme. As part of the project, Mitie was tasked with managing several thousand assets across the estate, including bedroom furniture, soft furnishings, fixtures and fittings, office furniture, audiovisual equipment, and catering equipment.

A comprehensive estate audit undertaken in September 2025 established the scope of works and asset condition, with the final approach agreed in November 2025. While a proportion of assets were designated for storage and relocation, all remaining surplus assets fell within Mitie's remit to identify circular economy solutions that maximised value and minimised waste. The client established two clear objectives from the outset: to find reuse solutions for as many assets as possible and to achieve zero waste to landfill.

By embedding circular economy principles into the redevelopment from the start, Mitie successfully cleared all assets within agreed project timeframes while supporting the client's wider ESG ambitions. More than 40 tonnes of CO_2e emissions were avoided by reusing, redistributing and storing assets rather than disposing of them and purchasing replacements. Of all assets managed during the project, only a single skip of genuine end-of-life materials, with no viable reuse or donation route, required disposal.

Reuse solutions took many forms. Around 1,400 assets were placed into storage for future use, helping avoid future procurement requirements. A further 2,000 assets were resold through auction, generating financial value, while more than 200 items found new homes through donation and private sale. The team also identified additional assets across kitchens, sheds and storage areas, expanding the original scope and diverting almost five additional tonnes of material from disposal. The project also generated significant social value. Carpets were donated to a reuse charity for repurposing within domestic homes, while around 250 kg of surplus food was provided to local community organisations through a food hub and bakery partnership. Furniture and materials supported the work of a local artist, and numerous donated assets helped Barnardo's raise funds to support vulnerable children and young people across the UK.

By keeping materials and products in circulation, the redevelopment avoided thousands of pounds in disposal costs, helping offset project expenditure while demonstrating what can be achieved when sustainability and reuse are integrated into project planning from the outset rather than treated as an afterthought.

Key facts

- 200+ assets donated or redistributed
- 250 kg of surplus food donated to community organisations
- Almost 5 tonnes of additional materials recovered beyond the original scope
- One skip only sent for disposal with no viable reuse route
- Zero waste to landfill achieved across the redevelopment project

40+ tonnes CO_2e

avoided through asset reuse and storage

1,400

assets retained for future reuse

2,000

assets resold through auction

People

Our vision is to be the destination employer in our industry, where people thrive, belong and perform at their best, feeling included, valued and empowered to make a meaningful impact.

Progress against our targets in FY26

Strategic ESG targets

2026 target
Increase % of women in leadership to 40%

FY26 performance
32%

2026 target
Increase % of racially diverse colleagues in leadership[1] to 20%

FY26 performance
18%

2026 target
Increase investment in apprentices[2] to £5.5m

FY26 performance
£7.5m

Operational ESG metrics

2026 metric
Increase % of colleagues paid Real Living Wage to 100%

FY26 performance
100%

2026 metric
Increase % of women in leadership pipeline to 33%

FY26 performance
31%

2026 metric
Increase % of racially diverse in leadership pipeline to 19%

FY26 performance
15%

Mitie's alignment with the UN SDGs

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

1. Targets apply to the senior leadership team, which includes the Executive Committee and Management Leadership Team, consistent with prior reporting definitions.
2. Investment in apprenticeships across Mitie's own workforce, including the use of apprenticeship levy funds and levy gifting to support supply chain and community partners.

In this section

People progress

At Mitie, our vision is to be the destination employer in our industry, creating a Great Place to Work and a truly inclusive culture where our people are supported to achieve their full potential. With over 84,000 colleagues working across the UK, Ireland and Spain, that vision shapes every decision we make about how we recruit, develop, reward and look after our people.

As one of the UK's largest employers, our colleagues are at the heart of everything we do. They are essential to our success and that of our customers, and they make a meaningful contribution to the wider economy. We put their safety and wellbeing first, and we are unwavering in our commitment to Zero Harm, not as a compliance standard but as a reflection of how much we value the people who deliver for our customers every day.

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

We regularly engage with our colleagues through surveys, listening sessions and frontline conversations, ensuring their voices shape how we lead and manage the business. And as we look ahead, we remain focused on building the skills needed for the future, integrating new colleagues following the Marlowe acquisition, and delivering the positive impact for society that our scale makes possible.

100%

Real Living Wage accreditation for all employees

Our progress in FY26

In FY26, we continued to build on our commitment to creating a great place to work, while navigating the significant integration of new colleagues following the Marlowe acquisition in August 2025. We maintained our 100% Real Living Wage accreditation for all employees where Mitie controls pay, and our MyVoice engagement survey recorded a score of 74%, an 11-percentage point improvement on the prior year, reflecting sustained investment in colleague recognition, development and communication.

We made strong progress in learning and development. Over 1,800 colleagues were supported through apprenticeships across more than 120 programmes, with more than £7.5m of levy funding invested and an 89% learner success rate, well above the government benchmark of 60%. We were recognised as a Top 100 Apprenticeship Employer for the fourth consecutive year, ranking 16th nationally.

Our Zero Harm culture delivered some of its strongest external recognition to date. We recorded zero fatalities across our own workforce and became the only business currently in the FTSE 250 to hold the British Safety Council Five Star Award, alongside 19 RoSPA Gold Awards, including, for the first time, a Group-wide Gold for overall health and safety.

On inclusion, we were ranked 10th in the Inclusive Top 50 UK Employers list and achieved Disability Confident Leader status at Level 3. Our diversity networks collectively surpassed 1,500 members each, and our This is Me campaign reached 100% completion of gender and ethnicity data. We are making progress on our diversity leadership targets, with female representation in senior leadership increasing to 32% and racially diverse representation reaching 18%, while recognising further progress is needed to achieve our respective ambitions of 40% and 20%.

For the sixth consecutive year, we awarded free shares to frontline colleagues, this year as a double award of 8.6 million shares, reinforcing our commitment to ensuring that every colleague shares in Mitie's success.

Awards

Top Employer

Mitie was recognised as a UK Top Employer for the eighth consecutive year in 2026, reflecting its continued commitment to creating a high-performing, inclusive workplace for its 84,000 colleagues. The certification highlights strength across key areas including health and wellbeing, colleague recognition, financial benefits and diversity, equality and inclusion. Achieving a score of 92.51%, above the global benchmark, the result reinforces Mitie's focus on data-driven people strategies and continuous improvement. This builds on a series of external accreditations, demonstrating the organisation's ongoing investment in its people and its commitment to delivering a positive, inclusive and supportive working environment.

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

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

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

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

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

Developing our talent

Learning, development and digital capability

Investment in skills remained a core priority in FY26. Across the Group, colleagues completed over 632,900 learning courses, averaging 8.3 courses per colleague, and 88.4% of salaried employees received an end-of-year performance review, up from 82.6% in FY25.

We supported over 1,800 colleagues through apprenticeships across more than 120 programmes, ranging from Level 2 to Level 7 and spanning technical, professional and managerial qualifications. More than £7.5m of apprenticeship levy funding was invested in Mitie apprentices, with our learners achieving an 89% success rate, well above the government target of 60%. This includes levy-gifted placements supporting 54 external apprentices across 32 organisations, a significant step up from the 1,500 apprentices supported in FY25. We have been recognised as a Top 100 Apprenticeship Employer for the fifth consecutive year, currently ranking in 16th place, and were awarded Silver status in the 5% Club, recognising our commitment to earn-and-learn development opportunities.

Mitie recognises that digital skills are not optional, they are fundamental to how our colleagues deliver services, engage with customers and develop their careers. Our enterprise-wide Digital Academy provides a single, accessible learning ecosystem for building digital, data and AI capability at every level of the workforce, bringing together self-directed, facilitated and community-led learning alongside professional qualifications. In FY26, we committed £1.5m of apprenticeship levy funding in recognised digital qualifications, representing £3.5m of total investment over the lifetime of these programmes, and developed a network of over 170 Copilot Champions to drive peer-to-peer learning. Microsoft 365 and Copilot communities now include more than 2,200 members, supporting adoption and collaboration across the business.

Women in Leadership

Now entering its fourth year, the Senior Women in Leadership programme continues to build strong momentum, following the successful launch of three cohorts. Graduates from the inaugural cohorts achieved distinctions when they completed the programme, setting a strong benchmark for subsequent cohorts. In addition to strengthening strategic and commercial capabilities, the programme has contributed to clear career progression, including two promotions and one participant receiving an external industry award.

Building on this success, Level 3 and Level 5 Women in Leadership pathways have now been introduced, creating a robust pipeline of more than 100 emerging female leaders.

Skills, green jobs and social mobility

Mitie's apprenticeship programme is one of the most significant levers for social mobility in our business. Our green skills agenda continued to grow in FY26, with programmes in engineering, energy, digital and sustainability disciplines helping to build the workforce that the UK's transition to Net Zero requires.

Our Ignite 360 Growth Academy, structured around our Find, Win, Grow and Keep framework, supported colleagues across Business Development and Account Management, with participants reporting an average 35% increase in confidence and capability since launch.

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

To bring these opportunities to life, watch our apprentices share their experiences of learning new skills, building confidence and progressing their careers through apprenticeship programmes at Mitie.

Social value return on investment

£70.2m

Social value return on investment, delivering apprenticeship training

Silver

Member of The 5% Club

Watch Brooke's video
tinyurl.com/YC52ZPSX

Watch Grace's video
tinyurl.com/35ZBTE6P

Watch Olivia's video
tinyurl.com/2S4EH29B

National Apprenticeship Week

During National Apprenticeship Week 2026, we delivered a wide-ranging programme of activities designed to engage colleagues, develop skills and celebrate apprentices across the business.
The Apprenticeship team hosted insight sessions to support award submissions and raise awareness of development opportunities, while targeted sessions for managers focused on how to effectively support apprentices through mentoring and the apprenticeship journey.

A series of virtual events and masterclasses provided future-focused learning, including career development sessions, technical apprenticeship showcases such as the Level 3 Safety, Health and Environmental Technician programme, and training in generative AI, data storytelling and communication. The week concluded by celebrating apprentices, sharing their stories and recognising their impact across teams and customers.

Apprentice stories

Charles Mowbray: Zone Learning and Development Support Manager

Charles' journey on a team leader apprenticeship demonstrates how structured learning, combined with practical experience, supports colleagues to build confidence and progress. Through the Level 3 Team Leader apprenticeship, he developed key skills in communication, planning, decision-making and team management, applying these directly in the workplace and progressing into a Learning and Development role.

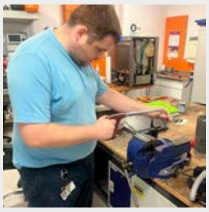
Charles' experience also underlines the value of inclusive opportunities. As someone registered blind since birth, he adapted his learning to overcome challenges, building resilience, confidence and independence along the way.

> The apprenticeship gave me structure and helped me understand what good leadership really looks like. Those skills have played a major part in my progression into Learning and Development, and they continue to help me every day.

Gemma Pickthorne: Cleaner

Gemma's experience highlights the personal impact of learning through a Cleaning Hygiene Operative apprenticeship, where she built practical communication and writing skills that she now applies confidently in her role, improving both her performance and sense of wellbeing at work.

> I've overcome things I never thought I could. Learning how to write properly, using Teams for workshops, speaking up more – I can do all of that now.



Luke: Sustained growth

Luke, featured in our 2025 ESG Report, illustrates how early opportunities combined with practical learning can lead to sustained growth. After gaining experience through a placement at Tunbridge Wells Hospital, he progressed into a Facilities Apprenticeship with Mitie, achieving a Level 2 Property Maintenance Operative qualification with a Distinction in the theory element. His journey demonstrates how inclusive training pathways and sustained employer support can deliver lasting social value, enabling individuals to progress from education into meaningful, long-term careers.

1 promotion
Our apprentices have an average of one promotion per learner post-completion

£6,700
average salary uplift after completion

6%
of our current apprentices are doing their second or third programme with us

Digital inclusion

Mitie is introducing the Digital Standard programme to establish a baseline level of digital capability for all colleagues, helping ensure that no one is left behind as the business continues to transform.

This is complemented by our Digital Essentials programme, delivered in partnership with the Digital Poverty Alliance, which supports frontline colleagues with limited digital capability to build essential skills for work and everyday life. Through five cohorts delivered across Manchester, Central London, Greater London and Essex, the programme provided practical, in-person training covering smartphone use, email, online navigation and digital safety, alongside access to refurbished devices for colleagues without suitable equipment. More than 130 colleagues were identified through a non-digital communications campaign, with 95 colleagues completing workshops. Participants ranged in age from 21 to 75, demonstrating the programme's broad reach across generations. In addition, 15 refurbished devices were provided free of charge to colleagues in need. Post-programme feedback showed strong outcomes, with 90% of participants reporting increased confidence in completing digital tasks, 76% feeling more connected to the wider Mitie community, and 67% reporting greater confidence using digital tools at home. The programme helps tackle digital exclusion, enabling colleagues to access information, services and opportunities that support both workplace participation and everyday life.

Safeguarding

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

Since launch, 3,362 people have completed the training, with more than 90% compliance maintained across key roles (Cleaner, Caretaker, Facilities Manager). Feedback averages 4.6 out of 5, and we have seen safeguarding reports rise, demonstrating the effectiveness of the programme. Crucially, one colleague reported a concern that ultimately led to a referral to the local authority, stating it was the digital module that prompted them to act. The project was selected as a finalist at the British Training Awards.

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

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

The campaign has engaged over 16,000 employees, with overwhelmingly positive feedback. It achieved a Net Promoter Score (NPS) of 58, far exceeding the target of 30.

Top-performing modules included:

- Introduction to Biodiversity – NPS 83, Star Rating 4.9
- Carbon Jargon Buster – NPS 73, Star Rating 4.7
- Plastic and Resource Efficiency – NPS 71, Star Rating 4.8

Throughout FY26, we updated the Action Now topics to better align with Mitie's evolving strategic and operational goals. As part of this update, we have released one refreshed module each month, using platforms such as Viva Engage to actively promote the content and encourage colleague participation.

The programme continues to receive strong feedback, with participants describing it as informative, engaging and eye-opening, and many noting a positive influence on both their career direction and personal sustainability choices. By combining education with empowerment, Action Now strengthens Mitie's position as a leader in sustainable business, and with plans to integrate it into onboarding and professional development, it remains a key pillar of our ESG strategy.

Building capability in counter-terrorism and protective security

Mitie strengthened its security and resilience offering through the introduction of an accredited Level 3 qualification in Counter-Terrorism Protective Security and Preparedness, delivered by specialist training provider PerpetuityARC. The programme supports organisations in preparing for evolving threats and forthcoming regulatory requirements, including Martyn's Law, by developing practical frontline capability across security, facilities and health and safety roles.

The qualification provides structured, applied learning in risk assessment, protective measures and incident response, ensuring that participants can translate knowledge into real-world decision-making. By expanding access to accredited, industry-recognised training, Mitie enhances its ability to support clients in strengthening compliance, protecting people and improving operational resilience across complex estates.

Recognising and rewarding our colleagues

Recognition is one of the most powerful expressions of a healthy culture. In FY26, Mitie continued to invest in meaningful, tangible recognition for colleagues at every level:

- Over 31,355 Mitie Stars were issued as part of our colleague recognition scheme, with £83,500 awarded in prizes, including £66,000 in monthly prizes and top awards of £10,000, £5,000 and £2,500
- 8.6 million free shares were awarded to colleagues in FY26 as part of our first-ever double award, with a higher number of shares granted to frontline colleagues – the sixth consecutive year of free share awards
- Colleagues saved £418,412 through the MiDeals employee discounts portal
- Our annual achievement event was held at The Shard, celebrating the contribution of colleagues across the Group

My Achievement Awards 2026

Mitie recognised exceptional colleague contribution through the MyAchievement Awards, celebrating those who consistently demonstrated its Values through service, volunteering and everyday performance. The Mitie Star Upgrade scheme provided a structured way to recognise sustained performance, awarding bronze, silver and gold status to colleagues receiving 10, 20 and 30+ nominations. The Volunteer Champion Award highlighted broader social value, with colleagues contributing over 1,300 volunteer hours to community roles, and long service recognition saw 22 colleagues reach 40 years of service.

CEO Team Award – Sky Security Team, Osterley Studios: recognised for professionalism, resilience and peer support following a traumatic incident, maintaining operational control while supporting colleagues and stakeholders.

Gold Award – Kevin Willett, Security Officer, Community Health Partnerships Surgery, Hartlepool took immediate action during a life-threatening fire incident, using equipment to extinguish flames and save a life while sustaining serious injuries.

Silver Award – Jade Bridges, Forensic Medical Examiner, Northumbria Police: delivered urgent medical care to stabilise a patient in custody, ensuring continuity of care until emergency services arrived.

Bronze Awards – Alex Whyley, High Voltage Technician (identified and escalated a significant equipment fault, preventing a potential explosion) and Harvey Lovatt, Operations Manager, Technical Services (intervened to de-escalate a violent incident, protecting a colleague from harm).

Health and safety

Keeping our colleagues safe and well is not a compliance target, it is the foundation of our culture and central to our purpose. Zero Harm underpins everything we do, and in FY26 we continued to embed proactive safety behaviours across every part of the organisation.

Mitie's Zero-Harm culture, underpinned by the LiveSafe programme and our ISO 45001 accredited health and safety management system, delivered strong results in FY26. We carried out 13,815 LiveSafe visits and recorded 147,912 hazard observations, reflecting a proactive and open safety culture embedded across the organisation. Our Stand Down Days continued, pausing operations across the Group to hold focused safety conversations, encourage open dialogue and reinforce risk prevention behaviours.

LiveSafe Champions

LiveSafe Champions are central to how Mitie embeds its Zero Harm culture at the frontline. The programme empowers colleagues at every level to actively influence safety, health, wellbeing and environmental standards in their everyday work. Champions act as the eyes, ears and positive voice of Quality, Health, Safety and Environment (QHSE) in the workplace, identifying hazards, encouraging safe behaviours, supporting learning and challenging unsafe practices in a constructive and supportive way.

The programme delivers benefits at individual, team and organisational level. For colleagues, it provides a structured development pathway, building knowledge, confidence and transferable skills. For managers and teams, Champions become invaluable local advocates, helping embed consistent standards, strengthen incident prevention and reinforce expectations around safe working. By January 2026, 2,499 colleagues had enrolled in the programme, and Mitie is targeting a 5% annual increase in the ratio of Champions to total workforce.

FY26 performance

1.93
Total recordable incident rate of 1.93 per 100,000 hours worked

0.08
Lost time injury rate (>7 days absence) of 0.08 per 100,000 hours worked

Zero
Fatalities in our own workforce

146,138
Hours of health and safety training delivered

100%
Colleagues covered by our health and safety management system

Safety in action: Demo Day

In October 2025, Mitie brought colleagues together from across all divisions for a hands-on Safety Demo Day at its Technical Services Operations Centre (TSOC) in Manchester, showcasing two new colleague-informed solutions: the Ladder Extension by Checkmate Safety and the Quick Fold Liftpod by JLG Power Towers. Both were developed and refined using direct feedback from Mitie teams, ensuring the final designs addressed real operational challenges. The Ladder Extension enhances safety at height, while the Quick Fold Liftpod, the world's first foldable liftpod, reduces physical strain and improves ease of transport and storage. Early trial results demonstrated strong potential to improve both safety outcomes and operational efficiency.

> "This event has been a fantastic opportunity to showcase some really innovative, and potentially game-changing, solutions. To have Mitie colleagues involved in their development is simply inspirational.

Jon Hughes
Group QHSE Director

World Day for Safety and Health at Work

Mitie marked World Day for Safety and Health at Work by reinforcing its commitment to proactive risk management. Through the 'Take 5' approach, colleagues were encouraged to identify hazards in real time and take preventative action, supported by digital tools including real-time reporting and leadership oversight platforms. The initiative promoted continuous engagement, encouraging teams to share insights, raise concerns and drive improvement, reinforcing a strong safety culture across frontline operations.

Road Safety Week

Mitie reinforced its commitment to colleague and public safety during Road Safety Week, focusing on embedding consistent, preventative behaviours across its mobile workforce. Colleagues were encouraged to combine driver awareness with vehicle safety systems including advanced driver assistance technologies, while routine vehicle checks and prompt defect reporting were emphasised as essential controls. The use of telematics and dashcams support a data-led approach, enabling identification of unsafe behaviours, improving incident investigation and driving continuous improvement across fleet operations.

Occupational health assurance

In FY26, Mitie strengthened its occupational health assurance processes through updates to audit templates, improving consistency and visibility across operations. Structured escalation criteria ensure that gaps in compliance are identified early, supporting regulatory compliance and proactive management of workplace health risks in high-hazard environments.

External recognition

Mitie's health and safety performance was recognised externally at the highest level in FY26. At the RoSPA Health and Safety Awards, Mitie secured 19 Gold Awards, including, for the first time, a Group-wide Gold for overall health and safety and a Group-wide Gold for fleet safety management. Major contracts recognised include MoD Corsham, Sellafield, Heathrow Aviation, GSK and the Government Property Agency, with JCA Engineering achieving its eighth consecutive Gold and Mitie Defence Gibraltar reaching 10 consecutive years of recognition. Mitie also achieved a five-star rating from the British Safety Council following a comprehensive independent audit across multiple sites and services, making Mitie the only business currently in the FTSE 250 to hold this accolade. Auditors highlighted strong leadership, clear accountability, a well-embedded safety culture and consistently high standards across operational sites and fleet activities.

Workforce wellbeing

Physical and financial wellbeing

Mitie takes a holistic view of colleague wellbeing, addressing physical, mental and financial health as interconnected drivers of a resilient and productive workforce. In FY26, the wellbeing offering was enhanced through the Employee Assistance Programme, with targeted digital programmes focused on priority risk areas including sleep, financial wellbeing and resilience. A network of over 400 Mental Health First Aiders provides accessible, peer-led support across the organisation, improving early identification of need.

Financial wellbeing remained a priority. In FY26, colleagues saved £419,600 through the MiDeals portal. The benefits framework supports longer-term security through life assurance, health insurance, virtual GP services and mortgage advice, alongside enhanced family-friendly policies including improved maternity and paternity provision and unpaid carers' leave.

To support self-directed health behaviours, Mitie partnered with the NHS to provide access to the Healthy Choices Quiz and introduced the MyWellbeing programme, enabling colleagues to assess their health across activity, sleep, nutrition and mental wellbeing and take manageable steps to improve. Both initiatives help colleagues make informed decisions about their own health to access the right support at the right time.

Mental health

Mental health is embedded as a core component of Mitie's people strategy. In FY26, a new Mental Health and Wellbeing Procedure was introduced, aligned to the UK's Thriving at Work standards, providing a consistent framework for prevention, early intervention and support, including structured access to occupational health, counselling and cognitive behavioural therapy, alongside workplace adjustments where required. Line managers are supported through structured check-ins, targeted e-learning and specialist guidance to ensure consistent and informed responses to wellbeing needs across the organisation.

During Mental Health Awareness Week and Stress Awareness Month, Mitie promoted open conversations, early intervention and accessible support across the workforce. Structured stress risk assessments help colleagues and managers identify key drivers such as workload, role clarity and workplace change, enabling proactive management before issues escalate. The Mitie Wellbeing Hub extends support to colleagues and their families, offering guidance and resources around the clock.

By embedding mental health into everyday operations, through leadership accountability, peer support and accessible services, Mitie is building a workforce that is healthier, more resilient and better equipped to thrive.

Attract and retain a diverse workforce

Reflecting the diversity of the communities we serve remains central to how we grow, innovate and deliver for our customers. In FY26, we continued to make meaningful progress on inclusion, strengthening our approach across every level of the organisation, from the frontline to the boardroom.

Driving change, empowering everyone

At Mitie, equality, diversity and inclusion are fundamental to who we are and how we deliver our purpose. Over the past year, we have continued to make meaningful progress, driven by the commitment, energy and leadership of colleagues across the organisation who are helping to create a workplace where everyone feels valued, respected and empowered to thrive.

Listening to our colleagues has been central to this progress. By understanding their lived experiences, challenges and aspirations, we are shaping a Mitie that works for everyone. We are committed to creating psychologically safe environments where colleagues can be their authentic selves, contribute openly and perform at their best. Through visible leadership, role modelling inclusive behaviours and challenging exclusion wherever it arises, we are embedding a culture of belonging across the organisation.

We have set ambitious diversity leadership targets and are making meaningful progress towards achieving them. These targets provide a clear framework for accountability and transparency, guiding our efforts to ensure that leadership better reflects the diversity of our people and the communities we serve, and enabling us to track and demonstrate measurable impact.

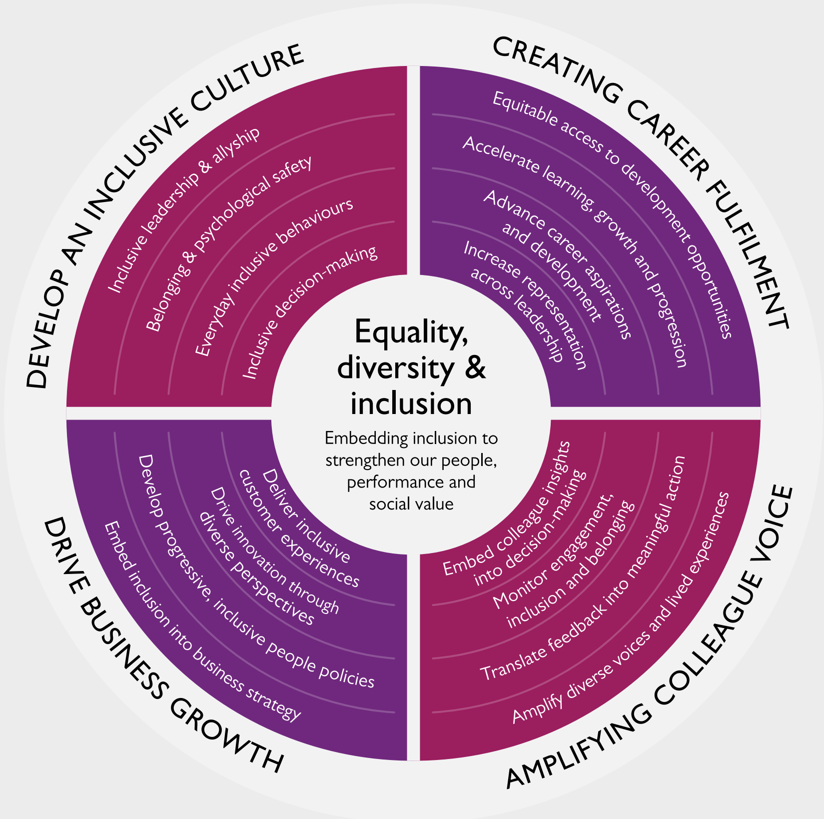
Looking ahead, our ambition remains bold. We are committed to embedding inclusion into every decision, interaction and opportunity, ensuring all voices are heard, differences are valued and equity underpins success. I am proud of what we have achieved so far, and am confident in the journey ahead as we continue to build a truly inclusive organisation: a Mitie where everyone can thrive.

Sim Sian
Head of Equality, Diversity and Inclusion

Mitie's equality, diversity and inclusion (ED&I) strategy

Our ED&I strategy is anchored around four pillars that guide how inclusion is embedded across Mitie. We focus on developing an inclusive organisation by strengthening inclusive leadership, allyship and everyday behaviours that create a culture of belonging and psychological safety. We aim to create career fulfilment by improving access to development, mentoring and progression opportunities, ensuring that colleagues can grow, thrive and reach their potential at every stage of their career.

Through amplifying colleague voice, we listen to lived experience via our networks, surveys and engagement channels, using insight to shape priorities and drive continuous improvement. Driving business growth is enabled through progressive, inclusive people policies that support our ability to attract, retain and develop a diverse workforce. We continue to review and strengthen our policies and practices to ensure they reflect the evolving needs of our colleagues and the communities we serve, supporting flexibility, wellbeing, fertility, fairness and long-term career sustainability.



Recognition

Mitie's commitment to equality, diversity and inclusion continues to earn national and global recognition. We were ranked 10th in the Inclusive Top 50 UK Employers list, one of the UK's leading independent benchmarks assessing performance across age, disability, gender, sexual orientation, race and faith. We achieved Disability Confident Level 3 status, received the Global ESG Award for ED&I, and a Silver award in ED&I at the Most Admired Companies Awards. Our dedication to supporting veterans was recognised with Mitie ranked within the top 50 among the Top Employers of Veterans in the UK, and we achieved 2nd place in the DIAL Global Survey, reinforcing our position as a leader in driving meaningful, measurable change.

Representation

We made further progress on inclusion in FY26. Racially diverse representation in leadership reached 18%, moving closer to our 20% target. Women in leadership stood at 32%, short of our 40% ambition. We are focused on addressing this through targeted development programmes, including our Level 3, 5 and 7 Women in Leadership programmes, the first two cohorts of our Level 7 programme achieved a 100% pass rate with distinction, alongside the introduction of diversity targets for middle management roles (female representation 41% and racially diverse representation 27% by 2030) and enhanced succession planning.

Count Me In and Leading with Respect

Our award-winning inclusion learning programme, Count Me In, continues to create an environment where everyone feels supported and able to be themselves at work. Our people manager development programme, Leading Together, recognised as 'highly commended' at the Business Culture Awards, has now been completed by 88% of people managers, with 94% having completed the accompanying Leading with Respect course.

During the year, we also launched Mitie's colleague and leadership behaviours, establishing a clear and consistent set of behavioural standards across the organisation. The framework defines how colleagues and leaders are expected to work and make decisions, strengthening accountability, supporting fair and transparent performance management, and embedding a culture aligned to our Purpose, Values and One Code.

Inclusion Allies programme

We expanded our Inclusion Allies programme to 500 trained allies, equipping colleagues at all levels with the confidence and skills to promote belonging in everyday interactions. The programme provides practical tools to recognise exclusion, challenge non-inclusive behaviour and support colleagues to feel safe to speak up, helping to embed inclusive behaviours consistently across a geographically dispersed, frontline workforce.

Training uses realistic workplace scenarios and practical guidance to help allies intervene appropriately, role model inclusive leadership and signpost colleagues to relevant support. In FY26, we recorded an 80% positive response in the MyVoice survey to "I feel comfortable being myself at work." Together with increased diversity data disclosure through This is Me, these indicators demonstrate progress in psychological safety and reinforce the culture we are building – one where inclusion is a shared responsibility, respectful behaviour is the norm, and colleagues feel confident to speak up and support one another.

Play Miriam's video
tinyurl.com/BDM879PK

This is Me campaign

We continued to embed our This is Me campaign, encouraging colleagues to update their diversity information in the People Hub, helping us close data gaps and better tailor support. We achieved 100% completion of gender and ethnicity data. Since April 2025, disability declarations have increased by 14% in absolute numbers, with representation rising from 1.70% to 1.80% by March 2026, despite overall headcount growth. Over the same period, LGBTQ+ declarations increased by 11.4% in absolute numbers, with representation rising from 3.76% to 3.80%. We also introduced new diversity categories, including parents, carers and revised military-related questions, to strengthen our understanding of the workforce's demographic profile.

Improved disclosure indicates growing trust and psychological safety, with colleagues feeling more confident sharing their identities, supported by clearer processes and consistent ED&I messaging. Better data quality also strengthens ESG reporting and supports client confidence and bid credibility, as inclusive employment practices are increasingly assessed during procurement and contract evaluation.

Networks

Empowering voices: Our diversity networks in action

Our diversity networks bring our ED&I strategy to life, creating communities where colleagues can connect, learn and be heard. Led by colleagues and supported by executive sponsors, the networks help us listen to lived experience, build allyship and improve everyday inclusion for all colleagues. This year we increased reach and participation by expanding network engagement through Viva Engage, enabling more colleagues to access support, share experiences and contribute to positive change.

Over the past 12 months the networks:

- Created supportive communities where colleagues can connect, share experiences and access peer support
- Amplified lived experience and strengthened colleague voice, using listening, storytelling and two-way dialogue to shape priorities and build understanding across the organisation
- Built awareness and allyship through network-led ED&I flagship events and campaigns – for example, Enable on disability and neurodiversity inclusion, Proud to Be during Pride and LGBTQ+ History Month, and the CHORD race and ethnicity network through cultural moments including South Asian Heritage Month and Vaisakhi
- Supported practical inclusion by helping to inform workplace adjustments and colleague support, including Enable raising awareness of reasonable adjustments and Parents & Carers spotlighting fertility and family-related support
- Strengthened inclusive leadership and cross-network collaboration, supporting intersectionality and contributing to an environment where all colleagues, including the Armed Forces community, can thrive

1,500
All diversity networks achieved over 1,500 members in FY26

CHORD

Over the past 12 months, CHORD – led by Jags Dhanoa, Account Director – strengthened both its community and its influence, welcoming new members representing 60% growth compared with the previous year. CHORD launched a podcast series featuring colleagues' perspectives and creating space for constructive conversations on race and culture in the workplace, with episodes including Intro to CHORD, Every Action Counts (Race Equality Week) and Reclaiming the Narrative (Black History Month).

This year's CHORD flagship event, Now is the Time, focused on supporting the progression of racially diverse talent into mid-level and senior management roles. Opened by CEO Phil Bentley, the event featured a senior panel with Executive Committee members Kathryn Dolan, Cijo Joseph and Eustace Xavier alongside external guest Bally Bansal, Director of AI Solutions at Sand Technologies. More than 200 colleagues attended in person and online, with discussions covering career journeys, barriers to progression and practical guidance on routes into management. The event encouraged colleagues to review and update their diversity data, supporting progress in closing the ethnicity pay gap.

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

Phil Bentley
CEO

Eustance Xavier
Finance Director

Bally Bansal
Director of AI Solutions
Sand Technologies

Cijo Joseph
Chief Technology & Digital Officer MGX Sponsor

Kathryn Dolan
Chief People Officer

Feedback from colleagues

> Speaking up isn't always easy, but it matters. By sharing my journey, I hope to encourage others to do the same. When we share our experiences, we create space for others to feel seen, heard and supported.

CHORD also strengthened its focus on intersectionality, partnering with Proud to Be during LGBTQ+ History Month to explore how LGBTQ+ and cultural identity can intersect and shape colleague experience. To mark South Asian Heritage Month, colleagues shared reflections on heritage and belonging, with one noting: "Heritage is about more than celebration; it is also about survival, strength and the stories we inherit." During Black History Month, CHORD partnered with Co-op's Rise network to highlight visible role modelling, career development and inclusive workplace cultures across both organisations.

Mitie has also joined the Race at Work Charter, aligned to its ED&I strategy targets of 20% racially diverse senior leadership and 27% racially diverse middle management by 2030. Mitie partners with MSDUK and Social Enterprise UK to promote inclusive practices and supplier diversity.

Proud to Be

Led by Gareth Sterry, Internal Communications Business Partner, the Proud to Be network continued to foster an inclusive, supportive environment for LGBTQ+ colleagues and allies. The network strengthened its external engagement by participating in London Pride and attending the inaugural Windsor and Eton Pride event alongside clients, reflecting its commitment to visibility and community impact beyond Mitie.

Membership increased to over 1,500 colleagues, with LGBTQ+ representation rising from 2.55% in FY25 to 3.8% in March 2026. The Viva Engage community expanded to over 500 members, providing an active platform for discussion and awareness. The network was named a finalist for Network of the Year at both the DIVA Awards and the British Diversity Awards, and the Executive Sponsor was shortlisted at the Diversity Network Awards.

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

1,500
Membership increased to over 1,500 colleagues

500
Viva Engage community expanded to over 500 members

Mitie Women Can

Led by Sarah Baxter, Managing Director, Mitie Women Can maintained year-round engagement through Viva Engage, with posts reaching 91% of their active users. The network delivered its Critical Conversations series, including sessions on menopause and women's health and on preventing and responding to violence against women.

To widen access to learning, the network launched the SHEnanigans of Change podcast series and refreshed its hub to make events and resources easier to find. The year culminated in the flagship International Women's Day event (Give to Gain), hosted live from The Shard with online access and local watch parties, spotlighting role models, launching mentoring activity and celebrating colleagues through the Exceptional Women & Allies Awards.

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

Parents & Carers

The Parents & Carers Network, led by Rachael Burn, Senior Sustainability Manager, and Louise Kennell, Head of Group Property, raised awareness of Mitie's family-friendly and inclusive employment offer through expanded Viva Engage involvement and improved access to practical guidance. The network increased understanding of unpaid caring responsibilities through Carers Week and launched its Journeys to Parenthood podcast series, with the first episode focused on fostering and reflecting the experiences of Mitie's 215 colleague foster carers.

During the year, Mitie joined the Fertility Matters at Work network and delivered the 'Understanding fertility challenges and how we can better support colleagues' webinar in collaboration with the organisation. The initiative created a platform to improve understanding of fertility treatment, loss, and workplace impact, supporting a more open and inclusive working environment. Through targeted engagement and leadership sponsorship, the webinar encouraged informed conversations, increased awareness of available support and strengthened psychological safety for colleagues experiencing fertility-related challenges.

> Fertility is deeply personal and, for many, can be a lonely and emotionally demanding journey. As leaders, we have a responsibility to listen with empathy, take the time to understand individual experiences, and create workplaces where people feel genuinely cared for and supported.
>
> **Kevin Tyrrell**
> Chief Growth Officer and Executive Sponsor, Parents & Carers Network

Enable

Led by Richard Breach, Strategic Account Director, Enable strengthened disability and neurodiversity inclusion by combining awareness raising with practical guidance on workplace adjustments. The network's flagship event, Understanding Disability Inclusion in the Workplace, was delivered live from The Shard, streamed via Teams and supported by local watch parties, bringing together internal leaders and external specialists to explore disability prevalence, societal attitudes and practical steps to support colleagues with visible and non-visible disabilities. Enable promoted disability and neurodiversity awareness throughout the year, including a neurodiversity learning session and the Sunflower Lanyard initiative to support colleagues with non-visible disabilities.

The network aligned its activity to the This is Me campaign, encouraging colleagues to share disability information confidentially so that support and adjustments can be better targeted. Through our partnership with Business Disability Forum, managers can draw on expert guidance to navigate disability inclusion, including how to approach adjustment conversations.

Mitie has been formally recognised as a Disability Confident Leader (Level 3), the highest accreditation under the UK Government's scheme – reflecting sustained progress in disability inclusion, inclusive recruitment and workplace support. Through the Mitie Foundation's Ready2Work programme, the business supports people facing barriers to employment, including those with disabilities and learning needs, into sustainable work.

Championing inclusive employment through partnership in Ireland

Mitie strengthened its commitment to inclusive employment through a partnership with Rehab Enterprises, supporting the creation of sustainable career opportunities for people with disabilities. The collaboration introduced the Work Ready Programme, designed to match individuals to roles aligned with their skills while providing tailored support, training and development to enable long-term employment. The first placement at Dublin Airport marked a key milestone, demonstrating the programme's ability to deliver practical, real-world impact at site level and helping to build teams that better reflect the communities they serve.

> "We strive for an inclusive workplace by advocating for colleagues with disabilities, fostering awareness and providing a supportive space for connection, resource and growth. Proudly accredited as Disability Confident.
>
> **Richard Breach**
> Strategic Account Director

> "Being recognised as a Disability Confident Leader reflects how inclusion has become increasingly a central part of the way we operate as a business, from improving confidence around disclosure and access to reasonable adjustments, to strengthening the capability of managers and creating clearer pathways into work. This recognition builds on the meaningful progress we have already made and reflects a culture grounded in trust, action and a shared ambition to help people facing barriers build sustainable careers.
>
> **Sim Sian**
> Head of Equality, Diversity and Inclusion

Mitie Military

The Mitie Military Network, led by Tommy Marley, National Operations Manager, continued to strengthen support for veterans, reservists and cadet force adult volunteers, helping to build belonging, improve awareness of forces-friendly policies and support successful transition into civilian careers. The network broadened frontline reach through an expanded Viva Engage community and local engagement activity including coffee mornings. The flagship Remember Together Remembrance event brought colleagues together to recognise the contribution of the Armed Forces community, while Armed Forces Week and the Military Buddy Scheme provided structured peer support for new veteran hires.

Recognised Gold by MoD Employer Recognition Scheme

Mitie was revalidated as a Gold Award holder under the Ministry of Defence's Employer Recognition Scheme for a further five years, recognising its sustained commitment to supporting the Armed Forces community. The Military Network supported colleagues through dedicated recruitment pathways, including alignment with the Career Transition Partnership. Support for reservists includes an additional 10 days' paid leave each year, enabling continued service alongside employment.

> We employ a large number of former Armed Forces personnel across Mitie, offering support and training for those looking for a career beyond military life.
>
> **Tommy Marley**
> National Operations Manager

Social value return on investment

£14.2m

Hiring individuals from a veteran background

Culture and workforce engagement

Our culture

Culture at Mitie is not something we manage from the top down, it is something we build together, every day, through the actions of our 84,000 colleagues across the UK, Ireland and Spain. It is underpinned by our purpose, Better Places; Thriving Communities, and expressed through our Values and the behaviours we expect of everyone, from the Board to the frontline.

In FY26, we took deliberate steps to strengthen and renew the cultural foundations of our business. The refreshed One Code, our enterprise-wide Code of Conduct, was launched, bringing together our Values, policies and expected behaviours into a clear, practical framework. Alongside it, we introduced a new behaviour framework that gives colleagues and leaders practical, day-to-day guidance on how to work with integrity, inclusion and accountability. Together, these tools are designed not just to set expectations, but to create the psychological safety that enables people to speak up, challenge and contribute fully. By year end, over 59,500 colleagues, 84% of UK colleagues, had completed One Code learning.

The Marlowe acquisition in August 2025 brought thousands of new colleagues into the Mitie family. Integrating those colleagues into our culture, Values and ways of working is one of our most important priorities for FY26 and beyond. We are committed to ensuring that every colleague, whether they joined Mitie in 2020 or 2025, experiences the same commitment to fairness, inclusion and opportunity.

Listening to our colleagues

We believe that a strong culture requires genuine two-way communication. Our 360° listening approach is designed to ensure that every colleague has a meaningful opportunity to be heard and that what they tell us shapes how we lead and manage the business.

Team Talk Local

Launched in FY24, Team Talk Local enhances colleague engagement with a particular focus on middle managers and frontline supervisors, bringing engagement directly to the workplace and overcoming barriers faced by colleagues in accessing digital tools and attending events. Sessions are 80% fixed and 20% tailored to the specific audience, combining video updates from CEO Phil Bentley with guided sessions on Health and Safety, Employee Voice and team recognition. A strong 'you said, we did' focus ensures that feedback loops are closed, and colleagues see the impact of what they raise.

In FY26, Mitie delivered 324 engagement events through the programme, equipping leaders with the tools and confidence to run high-quality, structured conversations with their teams.

Board listening sessions

The Board held 14 colleague listening sessions in FY26, with Jennifer Duvalier, our designated Non-Executive Director for workforce engagement, leading a full programme of in-person and virtual activities. Key themes included recognition and career progression, digital tools and technology access, and cross-divisional communications, all of which have directly informed management priorities for FY27. Board members also attended ED&I network events throughout the year, ensuring that diverse colleague voices are heard and championed at the highest level of the organisation.

Speak Up

Mitie's independent whistleblowing service, Speak Up, provides a confidential route for all colleagues, customers, suppliers and third parties to raise concerns, anonymously if preferred, via a freephone hotline and online portal, available in multiple languages. All reports are investigated independently by the Whistleblowing Investigation Group, and the Board receives updates at every meeting. In FY26, no confirmed incidents of corruption or bribery were identified.

MyVoice: our annual engagement survey

Our annual colleague engagement survey, MyVoice, provides a Group-wide view of culture and engagement. The October 2025 survey reported an engagement score of 74%, an 11-percentage point improvement on the 63% recorded in April 2024, a significant step forward, reflecting sustained investment in colleague recognition, development, wellbeing and communication over the past year.

The survey identified five priority areas for action in FY26 and FY27:

1. Streamline processes and remove barriers
Accelerating process reimagination and investing in enterprise-wide change management capabilities, including the launch of an Employee Experience Board

2. Strengthen rewards and personal growth
Conducting market reviews for critical green, engineering and projects skills; refreshing the MySlice employee benefits campaign; and reviewing career pathways in Technical Services

3. Enhance cross-team communications
Moving to an enterprise-first communications strategy and using the new behaviour framework to drive a renewed focus on collaboration

4. Focus on at-risk teams and contracts
Implementing targeted performance improvement actions and setting up peer-to-peer mentor groups across key account managers

5. Embed engagement in strategy and accountability
Embedding engagement scores into all contract and operational reporting, and implementing continuous listening through Microsoft Viva Glint

Community

Our vision is to create thriving communities by unlocking opportunity, building resilience and delivering lasting social impact through the power of our people, partnerships and purpose

Progress against our targets in FY26

Strategic ESG targets

2026 target	2026 target
Increase volunteer paid hours to 25,000	Increase % of supported hires from disadvantaged backgrounds to 2%
FY26 performance	FY26 performance
35,706	1.3%

Operational ESG metrics

2026 metric	2026 metric
Increase % of LiveSafe Champions vs total UK workforce to 2.98%	Increase health and well-being training hours delivered to 40,000
FY26 performance	FY26 performance
1.21%	41,153

Plan Thrive pledges

3-year target	3-year target
Increase lives uplifted to 1,000,000	Increase places enabled to prosper to 1,000
FY26 performance[1]	FY26 performance
265,000	404

Mitie's alignment with the UN SDGs

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

11 SUSTAINABLE CITIES AND COMMUNITIES · 10 REDUCED INEQUALITIES · 2 ZERO HUNGER · 1 NO POVERTY

1. Represents cumulative lives uplifted during the first nine months of the three-year pledge, from its launch in July 2025 to the end of FY26.

In this section

Community progress

As the UK's leading Facilities Transformation company, with over 3,000 clients, our scale places us at the heart of the communities we serve. Social value is embedded in how we deliver services, creating measurable outcomes for our customers, our business and the communities in which we operate.

With over half of our operations supporting the public sector, we align to the UK Government Social Value Model (PPN 002), embedding these requirements into our culture, contracts and delivery. This ensures we consistently contribute to the economic, social and environmental wellbeing of local communities.

Progress against our targets in FY26

The end of FY26 marked the first nine months of delivery against our Plan Thrive strategy. Strong early results demonstrate real-world impact, with around 265,000 people uplifted and 404 places supported to prosper as part of our Plan Thrive pledges. Colleagues delivered 35,706 volunteering hours, significantly exceeding our target of 25,000, while spend with VCSEs reached £3.19m, ahead of our £2.50m target. We also strengthened our supply chain impact through the launch of our Sustainability and Social Value Supplier Charter p109

In year one of Plan Thrive, our focus has been on delivering tangible impact across communities, colleagues and suppliers, with performance exceeding expectations in key areas. We also undertook targeted reviews of elements of our delivery model, including supported hiring through the Mitie Foundation. This is reflected in performance against the supported hiring target.

Operational measures of health, safety and wellbeing continued to demonstrate progress during the year. We delivered 41,153 hours of health and wellbeing training, reflecting ongoing investment in colleague development and support. At the same time, LiveSafe Champions represented 1.21% of the workforce, providing a network of advocates who help promote safe behaviours, wellbeing awareness and a positive safety culture across Mitie.

Social value return on investment FY26

Reporting transparently on our social value activities is core to our ethos as a responsible business. Our social value contribution for Mitie-wide initiatives is calculated using the Thrive impact measurement platform, applying recognised financial proxy values aligned to industry approaches. In FY26, total social value reached £317m, exceeding the FY25 contribution despite updates to proxy values for apprenticeship training in line with Impact Evaluation Standards.

Metric	FY26 Performance	Thrive proxy value	Social value (£)
Spend with SMEs	£977,100,000 spent	£0.23 for every £1 spent	224,733,000
Spend with VCSEs	£3,190,000 spent	£0.60 for every £1 spent	1,914,000
Time training stakeholders on modern slavery	2,556 hours	£46.38 per hour	118,554
Delivering apprenticeship training	52 weeks / 1,863 apprentices	£724.16 per week	70,153,724
Delivering Mental Health First Aid training	434 individuals	£1,363.77 per individual	591,877
Volunteering for local and national causes	31,575 hours	£35.48 per hour	1,120,414
Donations	£134,614.45 donated[1]	£2 per £1 raised	269,229
Volunteering on environmental projects	4,131 hours	£35.48 per hour	146,585
Hiring individuals from a veteran background	638 individuals	£22,332.46 per hire	14,248,111
Annual reduction in greenhouse gas	12,424 tonnes of CO_2e	£302.63 perMtCO_2e	3,759,894
Total			**£317,055,388**

1. Total donations include Mitie Ireland contributions converted from euros on 19 June 2026.

In addition to Mitie-wide initiatives, we also tracked social value delivery across 126 customer accounts in FY26 through the Thrive platform up from 103 in FY25, providing a consistent approach to measurement, reporting and performance management at both contract and place level. With further scaling planned in FY27 and FY28, its continued rollout strengthens transparency and accountability in how social value is delivered and reported to customers, while enhancing our ability to evidence progress against our Plan Thrive pledges.

Plan Thrive

As one of the country's largest private sector employers, Mitie is committed to delivering meaningful and sustainable social value. In July 2025, we launched our social value strategy, Plan Thrive, to create pathways for sustainable futures, uplifting lives, strengthening communities and building a lasting legacy for the people and places we serve.

Our pledges

Over the next three years, we will:

Uplift one million lives

supporting social mobility, skills, employment, inclusion and wellbeing.

Enable 1,000 places to prosper

enhancing the places we operate to deliver positive outcomes for communities, colleagues and the environment.

Champion and invest in partnerships

strengthening our supply chain and procurement practices to drive sustainable, collaborative impact.

Measure and report progress

using tools such as the Thrive platform to improve transparency, accountability and performance.

Our progress

In the first nine months since launch, Plan Thrive has made strong and measurable progress towards its three-year ambitions. We have uplifted 265,000 lives, reflecting the breadth of our impact across colleagues and communities, including employment, apprenticeships, inclusive hiring, wellbeing support and volunteering activity, alongside targeted community engagement programmes. We have also delivered tangible social value activities in 404 places, creating opportunity and supporting development in and around our customer sites, offices and community outreach locations, and demonstrating the reach of our place-based approach.

This early progress has been underpinned by significant investment in capability, including the growth of a dedicated social value function spanning partnerships, supply chain, bidding and delivery, impact measurement and colleague engagement. Alongside this, we have built a growing community of practice across Mitie, mobilising social value managers, advocates and colleagues, while strengthening collaboration with customers and suppliers to scale delivery. We have also continued to shape and support the wider sector through active participation in national forums, including the National Social Value Taskforce and the Social Value Commission, helping to advance best practice, policy and standards. Together, these foundations position Plan Thrive for continued scale and impact as we progress towards our commitments to uplift one million lives and enable 1,000 places to prosper.

Play the Plan Thrive video
tinyurl.com/3HYC749C

Our approach and theory of change

Grounded in our purpose, Plan Thrive enables locally informed initiatives that widen access to employment, skills, wellbeing and career progression for those facing barriers. It also drives investment in communities, strengthens diverse supply chains and delivers impact through partnership-led delivery.

Plan Thrive translates ambition into action, embedding social value into the services we deliver every day, reaching over 7.5 million people. Collaboration remains central to this approach, bringing together colleagues, customers, communities and partners to deliver inclusive, locally relevant initiatives.

The Mitie Foundation plays a pivotal role in delivery, supporting marginalised groups into employment, leading our Giving Back volunteering programme and building the partnerships that extend our reach and impact.

Mitie Plan Thrive

Our purpose: Better Places; Thriving Communities

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

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

1
Understanding local needs using place-based data and insight

2
Transformative local impact and engagement driving employability and community investment

3
Inclusive recruitment creating access to opportunities for all

4
Supporting transitions into work enabling entry into employment through tailored programmes

5
Sustainable careers building long-term skills, inclusion and wellbeing

Enabled through

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

The Mitie Foundation

The Mitie Foundation, established in 2013 as an independent charity wholly funded by Mitie Group, is the principal delivery vehicle for our Plan Thrive commitments on supported employment and community engagement. It works to support individuals facing barriers into employment through structured programmes that build confidence, develop skills and enable access to sustainable work. The Foundation also provides colleagues with meaningful opportunities to give back through volunteering and fundraising, supporting our ambition to uplift one million lives.

The Foundation delivers its impact through three core programmes

Ready2Work	Giving Back	Employability

FY26 Foundation key stats

53%	138	3,570
of candidates who gained a job via Ready2Work	candidates who completed the Ready2Work programme	volunteering days facilitated by the Foundation

Play Mitie Foundation video
https://tinyurl.com/YE2855KR

Ready2Work

Ready2Work is the Foundation's flagship career skills programme, supporting individuals from disadvantaged backgrounds who are facing barriers into employment to upskill and build career confidence. The programme involves one week of employability workshops covering CVs, interview skills and relationship building, followed by weeks of hands-on work experience.

In FY26, the Foundation continued to expand the reach and ambition of Ready2Work, delivering programmes across multiple regions in partnership with job centres, Department for Work and Pensions (DWP) and a growing network of referral partners. The programme continues to be tailored to candidates' individual needs, with particular focus on ensuring access for those facing transport, childcare and digital barriers.

We continue to strengthen our approach by consulting recognised experts on how best to engage referral partners and jobseekers, drawing on the insight of specialists such as 4front Partners and the DWP to ensure our employment pathways reach the people who need them most.

Ready2Work Enable

Our partnership with Mencap on the Ready2Work Enable programme, which delivers real-world work experience for individuals with learning disabilities, continued to grow in FY26. Building on the success of early cohorts, including participants who have gone on to secure permanent roles within Mitie, we expanded placements across additional business units and geographies, ensuring that the programme reaches those who can benefit most.

Ready2Work Beyond Bars

The Mitie Foundation is empowering second chances and making a real difference in communities, including Millsike and Campsfield.

Across Immigration & Justice, colleagues are changing lives every single day. The Mitie Foundation is one of the clearest examples of that impact, opening doors for people who are determined to rebuild their futures.

Beyond Bars in the community – a standout success

In December, Beyond Bars was delivered in the London community for candidates who have been seeking employment support, at The Shard.

With support from Landscape Managers Trevor Sheppard, Gavin Ellington and James Sullivan, the Foundation team:

- Interviewed 18 candidates
- Offered roles to 7+ individuals for Seasonal Gritting Operator positions
- Created a welcoming, human-centred recruitment experience

For many candidates, it was the first time they had felt comfortable in an interview since leaving custody. The event showed the power of bringing opportunity directly to people who are rebuilding their lives.

The future of Ready2Work

Under Plan Thrive, the Foundation's ambition to reach more disadvantaged individuals across local communities has led to the development of a self-delivery model, due to launch in FY27. This will enable skilled social value managers on Mitie contracts nationwide to deliver programmes locally, supported by Foundation programme managers. The model will be piloted and rolled out during FY27 and is expected to benefit more than 100 people, with an expected conversion rate of 60%.

"Ready2Work is our flagship employability programme, designed to unlock potential and provide tailored support for individuals facing barriers to employment. Whether those who are long-term unemployed or people with disabilities, veterans, care-experienced young people, individuals experiencing homelessness or those with experience of the criminal justice system, we create meaningful opportunities that transform lives and strengthen our workforce. Through close partnership with charities and Mitie colleagues, we deliver lasting social value and help build a more inclusive future.

Mollie Green
Head of Mitie Foundation

Play Stevie's video
tinyurl.com/3U9WKEMF

Ready2Work

VodafoneThree – Newbury

Mitie Foundation delivered the Ready2Work programme at VodafoneThree's Newbury campus following ongoing recruitment challenges within the Cleaning & Hygiene service line. Working in partnership with the Foundation, Ready2Work was introduced to provide an inclusive, effective route to attract, assess and retain new talent while supporting individuals facing barriers to employment.

Hollie joined the Ready2Work programme at VodafoneThree's Newbury campus after spending approximately three months looking for work. During this time, traditional recruitment processes felt challenging, particularly while managing personal confidence and wellbeing.

From the outset, Hollie found Ready2Work a welcoming and supportive experience, describing it as feeling more like a social engagement than a high-pressure recruitment event. The programme delivery team placed a strong emphasis on understanding individual circumstances, including personal, financial and health considerations such as social anxiety or disability.

Throughout the programme, Hollie developed increased confidence in herself and greater ease in communicating with others, particularly in everyday workplace conversations. By taking the time to get to know her as an individual, the delivery team was able to support Hollie into a role that better aligned with her strengths and needs.

> "Without the Ready2Work programme, I don't believe I would have progressed as far as I have. It has made me feel more confident, capable and optimistic about my future. I would encourage others to take part, even if they feel unsure at first, as it provides a safe environment to learn, grow and gain valuable experience.
>
> **Hollie Edwards Smith**
> Cleaner

Hollie's experience highlights how the Ready2Work programme supports both personal development and employability, helping individuals overcome barriers and move forward with confidence. Overall, the Vodafone team hired seven of the 11 candidates from the Ready2Work programme to join them in the cleaning team.

Giving Back

To support our communities, Mitie provides all salaried colleagues with 10 hours annually to volunteer for causes they are passionate about or to participate in national charity campaigns. This initiative empowers our colleagues to dedicate time to meaningful activities that make a real difference, and it is a cornerstone of how we deliver on our Plan Thrive pledges to uplift lives and enable places to prosper.

In FY26, colleagues dedicated 35,706 volunteering hours, our strongest performance to date. Through Group-wide volunteering events, local community partnerships, skills-based volunteering and national charity campaigns, colleagues across every division and region played their part in making Mitie's communities stronger.

The future of Giving Back

In FY27, the Foundation will relaunch its volunteering offer, supported by a new platform, WhatImpact, a Voluntary, Community and Social Enterprise (VCSE) organisation that supports other VCSEs. This will provide Mitie colleagues with more and enhanced volunteering opportunities aligned to Plan Thrive, with a stronger focus on skills-based, campaign-aligned and place-based activity. The relaunch is intended to strengthen participation, improve reporting, and better align volunteering to community need.

The Giving Tree – GiftBack 2025 ESG snapshot

Mitie supported the Team London Bridge GiftBack 2025 campaign through The Giving Tree, donating approximately 100 gifts to individuals and families in need during the festive period. This contributed to a wider initiative delivering over 3,000 gifts to seven charities. The programme generated £38,000+ in economic value and saw 1,403 gifts wrapped in 12 volunteer hours. With 40+ low-emission deliveries via cargo bikes, the initiative combined social and environmental impact, while strengthening community partnerships.

Honouring 40 years of service, 11 years of charity, and a lifetime of community dedication

Bhuvinder Ahmed is a shining example of compassion, leadership, and community spirit. With an extraordinary 40-year career at Heathrow, beginning in 1986, she has become a trusted and respected figure both within the airport and across the wider community. Her professional journey is matched by more than a decade of remarkable charitable work, driven by genuine humanity and an unwavering commitment to helping others.

Mitie Ireland partnership with Ronald McDonald House charities

Fundraising efforts were enabled for Ronald McDonald House to deliver substantial social value, supporting families during critical medical challenges and expanding access to essential services.

- Total contribution by Mitie in 2025: €25,750
- Impact delivered: 267 nights of accommodation for families (each night supports families during one of the most difficult times of their lives)
- Social value return on investment: €51,500 = £44,614.45

Making a difference at Crownfield Junior School: Technical Services volunteering in action

Colleagues from our Technical Services team at Romford Rail Operating Centre and One Stratford Place partnered with Crownfield Junior School in Romford to deliver a targeted volunteering initiative, demonstrating how our skills can create meaningful local impact. Led by Rich Stanton and supported by Dale Chalney and Matt Morris, the team dedicated two days on site, completing essential maintenance works that improved the learning environment for pupils and staff.

The team refreshed three main corridors, the reception area and some classrooms with new paint and repaired eight faulty light fittings, enhancing both the appearance and safety of the school. In total, 64 volunteering hours were delivered, with materials generously provided by supplier CEF. This support enabled the school to avoid approximately £1,500 in maintenance costs, allowing resources to be redirected towards educational priorities.

Feedback from the school highlighted the value of the initiative, with Head Teacher, Gillian Horne noting: "The improvements have made such a difference to our school environment. The team's professionalism and generosity were outstanding, and our pupils and staff are thrilled with the results."

This initiative shows the power of using our professional skills to create real social value. By working together and engaging with local schools, we're not only supporting education but also inspiring others across Mitie to find meaningful ways to give back.

Employability

Through our employability programme, we work with our referral partners to support recruitment and provide feedback for their clients, delivering government initiatives to support those with barriers to work.

In FY26, the Foundation continued to expand its network of over 50 charity and referral partners supporting candidate pipelines across the UK. Lunch and Learn sessions for hiring managers, particularly in Security, Cleaning and Technical Services, continued to raise awareness of the value Foundation candidates bring. Our careers portal and resourcing team's monthly engagement ensures hiring managers across every region can identify and champion Foundation candidates.

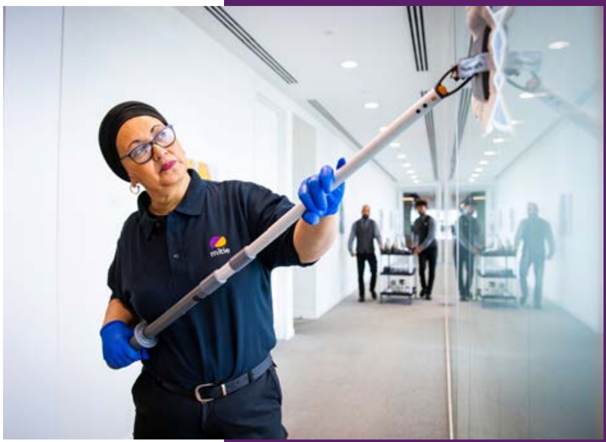
FY26 Employability headline statistics:

- Total hires through the Foundation Employability programme: FY26: 138
- Number of Ready2Work programmes delivered: FY26: 15
- Geographic reach: eight regions across England, Scotland and Wales

In FY26, the Foundation continued to deliver employability programmes while undertaking a comprehensive review of its employability model to strengthen alignment with workforce demand, improve long-term outcomes and align with Plan Thrive ambitions. As part of this review, delivery was intentionally more targeted to enable the development of a more sustainable approach towards future activity.

The future of Employability

In FY27, the Foundation will begin rolling out a more focused and scalable employability model, embedding supported hiring within workforce planning and improving vacancy matching. This includes the Ready2Work self-delivery model, alongside enhanced partner alignment, candidate support and data capability, designed to drive stronger and more sustained employment and retention outcomes.



Making cleaning inspiring and inclusive

Heather Downes, Head of Innovation and Product Development at the Cleaning & Hygiene Centre of Excellence, has significantly transformed community engagement and the development of future talent within the sector. Through creative outreach and technology-driven initiatives, Heather has actively challenged stereotypes about cleaning and opened doors for individuals who have traditionally been furthest from the job market, such as those with special educational needs and language barriers.

Promoting social value through inclusive hiring practices

In recent years, Mitie has seen a decline in engineering talent due to factors such as COVID-19 and Brexit. The ageing population and reduced interest in the engineering sector have further exacerbated this issue. To address this challenge, Chris, a senior leader at Mitie, decided to sponsor an inclusive hiring programme designed to attract and retain diverse talent.

Volunteering and community investment

In FY26, colleague volunteering reached a record 35,706 hours, significantly exceeding our 25,000 target and building on the 32,512 hours delivered in FY25, reflecting continued growth in colleague engagement. These hours supported a wide range of community initiatives, from educational and employability programmes to environmental projects and local clean-ups. Through our MyCommunity campaign, we continue to strengthen connections in the places we work, reinforcing the role our colleagues play in building stronger communities.

Six years of growing impact

Since the Giving Back initiative was introduced in FY20 by the Mitie Foundation, we have exceeded our volunteering targets in every single year. In FY26, we surpassed our target by more than 10,000 hours (our largest-ever margin of outperformance), continuing a consistent trend of exceeding targets year-on-year.

Year	Target hours	Achieved hours
FY20–21	8,000	8,099
FY21–22	12,400	14,650
FY22–23	16,320	19,298
FY23–24	20,720	25,130
FY24–25	23,680	32,512
FY25–26	**25,000**	**35,706**

We have also continued to engage colleagues, customers, suppliers and communities in fundraising for good causes, with FY26 fundraising totalling £90,000, a 38% increase on FY25.

35,706

hours invested in supporting communities across the UK

Community impact in action

As a business that operates across thousands of sites and communities, Mitie's impact is felt far beyond the services we deliver. Through Plan Zero and Plan Thrive, we support our customers in creating places that are not only more sustainable and efficient, but more inclusive, more connected and more prosperous for the people who live and work in them. The stories in this section are a testament to what is possible when purpose, partnership and expertise combine.

Promoting entrepreneurship and innovation through Cumbria Consortium and the Mitie Business Boost

Now in its third year, the Mitie Business Boost has continued to grow in ambition, scale and impact. Delivered through the Cumbria Consortium contract in partnership with iSH, OneAIM and AtkinsRéalis, the programme supports entrepreneurs, start-ups and SMEs in West Cumbria to develop and grow their businesses, contributing directly to Sellafield's Social Impact, Multiplied (SiX) strategy and strengthening the regional small business ecosystem.

FY26 theme: Digital, Technology and Innovation

The 2025/26 programme focused on the theme of Digital, Technology and Innovation, encouraging businesses to adopt digital tools, develop technology-led ideas and explore innovative approaches to growth. The programme was open to innovators, entrepreneurs and SMEs based in, or operating in, West Cumbria who were either exploring digital adoption to improve business performance (including Customer Relationship Management systems, automation, AI, e-commerce and data insight) or developing an innovative digital or technology-led product or service.

Applications opened in September 2025, with successful applicants progressing through a structured programme of expert mentoring, industry-led workshops and one-to-one business guidance to refine their plans ahead of the final pitch event. Finalists presented their business plans in a Dragon's Den-style final, with up to £40,000 of investment available, double the prize fund of previous years. In addition to financial investment, all finalists continue to receive mentoring and business support following the programme.

Fellpath Planning and JointEffort.io became joint winners. Each business received £20,000 in investment funding. This funding will support their future growth plans.

Ember, The Hiking Coach and Sensory World Cumbria also reached the final. Each finalist showed how digital tools and technology can help their businesses grow. They also showed how innovation can benefit communities in West Cumbria.

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

Tracey West
Head of Social Impact Manager, Sellafield Ltd

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

Collaborating through the Social Recruitment Advocacy Group

The Social Recruitment Advocacy Group (SRAG) was established by PeoplePlus in 2021 to place greater emphasis on recruiting people who are disadvantaged in the labour market. It drives positive action to address employability gaps, providing networking and best practice sharing among like-minded employers.

SRAG also provides a national benchmark for evaluating and improving social recruitment. Ambassador Level status is reserved for organisations demonstrating exceptional performance, externally validated impact, and continuous improvement across inclusive hiring, community support, retention and governance.

Mitie has achieved Ambassador Level status under the SRAG Charter Mark, the highest level of accreditation at the point of assessment, and an honour granted to only a small number of organisations across the UK. This recognition affirms Mitie's leadership in inclusive recruitment and its strategic commitment to supporting individuals from disadvantaged and underrepresented backgrounds into sustainable employment.

The award reflects Mitie's strong alignment between Plan Thrive, its social value strategy, and the work of the Mitie Foundation, driven by supported hiring, employability programmes, volunteering and fundraising.

The SRAG assessment praised several strengths:

- Inclusive recruitment embedded at scale, providing supported pathways for veterans, the long-term unemployed, disabled people, care-experienced young people, and others who face barriers to work.
- A mature, strategically aligned social value model, underpinned by Plan Thrive's theory of change connecting community engagement, skills development, and employability.
- Sector-leading collaboration, with Mitie actively contributing best practice, case studies, and knowledge sharing across the SRAG network, including joint activity with the Justice Recruitment Advocacy Group (JRAG).

Mitie's contribution and event engagement

Mitie plays an active role within SRAG by sharing best practice, contributing case studies, and participating in sector-wide discussions to shape inclusive employment approaches. Through regular attendance and hosting of SRAG events, Mitie brings together employers, partners, and stakeholders to exchange insights, showcase innovation (including digital skills and inclusion), and strengthen collaboration across the network, helping to influence industry standards and amplify impact. This accolade underscores Mitie's progress towards its Plan Thrive ambition to uplift one million lives and transform 1,000 communities by 2028, and positions the organisation as a national leader in socially responsible employment.

"We are proud to be one of four organisations to achieve Ambassador status on the SRAG Charter Mark, reflecting our unwavering commitment to inclusivity and meaningful social impact. This milestone demonstrates the progress we have already made through our Plan Thrive strategy and reinforces our ambitions to create opportunities that uplift lives and help communities thrive across the UK.

Helen Longfils
Group Director, Social Value

"We are delighted to formally congratulate Mitie on being awarded SRAG Ambassador status. This recognition is a testament to the outstanding commitment, innovation, and depth of work demonstrated throughout Mitie's Charter Mark submission process. We were particularly inspired by Plan Thrive, which, although still relatively new, shows great promise for contributing social value to a multitude of beneficiaries.

PeoplePlus

"The Mitie Foundation plays an active role in the Justice Recruitment Advocacy Group (JRAG), helping to champion fair employment opportunities for people with experience of the criminal justice system. Through our Ready2Work – Beyond Bars programme, we share practical expertise on social recruitment, supported employment pathways and fair chance hiring. Our involvement reflects Mitie's commitment to reducing barriers to employment, challenging stigma, and supporting prison leavers into sustainable careers.

Mollie Green
Head of Mitie Foundation

AMBASSADOR Social Recruitment Advocacy Group

Tackling homelessness with DWP and Standing Tall

As part of our DWP guarding contract, Mitie partnered with social enterprise Standing Tall to create new pathways into employment for individuals experiencing homelessness. Through this collaboration, a pipeline of candidates are supported through a combined model of employment and accommodation, recognising that both are essential to achieving long-term stability.

Mitie has worked closely with Standing Tall to identify individuals suited to roles in security and to navigate the complexities of vetting and licensing, providing early guidance to improve conversion into employment. This approach addresses one of the key barriers to hiring from this cohort and demonstrates how targeted partnerships can enable access to sustainable careers for those furthest from the labour market.

Early progress has been strong. In FY26, Mitie successfully recruited the first graduate from the programme into a role on the DWP guarding contract, providing a tangible proof point of the model's effectiveness. This milestone demonstrates how the partnership can create sustainable employment opportunities, and provides a strong foundation for scaling the approach across our operations.

Fostering impact-driven procurement with Serious Tissues

Mitie is embedding social value into its procurement processes, using purchasing decisions to deliver wider social and environmental impact. In FY26, this approach led to the award of a contract to Serious Tissues, a social enterprise supplier of washroom products.

The partnership delivers both commercial and social outcomes. In addition to generating cost efficiencies, it includes a co-designed programme to support individuals experiencing homelessness into employment, providing skills development and work experience opportunities through Mitie contracts in London. In FY26, six individuals received work experience and employability skills as part of the programme.

Alongside social impact, the arrangement delivers environmental benefits, with Mitie's spend contributing to the planting of 30,000 trees each year of the contract. This demonstrates how targeted supplier partnerships can create integrated impact across cost, community and sustainability, and provides a strong model for scaling social value through procurement, supporting our Plan Thrive pledge to champion and invest in partnerships and supply chain.

Community at the core

Creating lasting impact at the Atomic Weapons Establishment

At the Atomic Weapons Establishment (AWE), social value is not a standalone initiative for the Mitie team led by Sarah Butler. Zoe Maclean Social Value & ESG manager works tirelessly to ensure, it is embedded into the everyday rhythm of site operations.

Across the Aldermaston and Burghfield sites, Mitie colleagues are helping to build stronger, more connected communities alongside delivering essential services.

What begins on site quickly extends far beyond the perimeter. Through the commitment of local teams, social value activity has grown from a small number of engagements to a coordinated programme reaching schools, charities, and community organisations across the region. Partnerships with local secondary schools and colleges now provide regular careers sessions, opening pathways into employment and apprenticeships, with 10 opportunities created to date.

The impact is both practical and personal. At The Hurst School, colleagues have improved outdoor learning spaces and supported sustainability initiatives, including hands-on activities such as building bug hotels and planning future biodiversity projects. Meanwhile, community giving has been strengthened through initiatives such as foodbank donations, where 832 items, equating to 197kg were redistributed to support 462 meals for local families.

Colleagues are also contributing their time and energy in meaningful ways, with 2,762 volunteering hours delivered and a wide range of grassroots activities; from litter picks to fundraising events, helping to raise over £5,000 for charitable causes.

Together, these efforts demonstrate how empowering colleagues, building local partnerships, and focusing on long-term relationships can create measurable social value to AWE, Mitie is not only supporting national infrastructure, but helping to build more connected, sustainable and inclusive communities.

£5,000
for charitable causes

2,762
volunteering hours

WalkSafe

Enhancing personal safety through partnership and innovation

Mitie strengthened its commitment to colleague safety and wellbeing through its partnership with WalkSafe, embedding practical support for personal safety into its wider approach to creating safer working environments. This initiative recognised the risks colleagues may face beyond the workplace, particularly when travelling during dark or unsocial hours, and introduced accessible tools to help them feel safer and more supported.

WalkSafe enables colleagues to share their journey in real time, set expected arrival times and alert trusted contacts if they do not reach their destination safely. This enhances confidence and reassurance, particularly for those working shifts, travelling between sites or operating in higher-risk environments. Through enhanced capability, supported by Mitie's monitoring infrastructure, colleagues can also access reactive support where required, strengthening response and escalation processes.

The partnership also supports a more proactive approach to safety, enabling reporting of environmental risks such as poor lighting or unsafe areas, helping to inform targeted improvements across estates and communities.

This initiative demonstrates how Mitie extends its duty of care beyond the workplace, using technology and partnerships to support safer journeys, improve wellbeing and create more connected, secure environments for its people.

Driving behavioural change to create safer communities

Mitie strengthened its Safer Communities approach at Heathrow Immigration Removal Centre through the delivery of targeted behavioural programmes designed to reduce risk, build trust and improve long-term outcomes. The Violence Reduction Programme and Know the Risk workshops combined intelligence-led targeting with structured, engagement-driven delivery to address the root causes of violence and substance misuse.

The Violence Reduction Programme focused on individuals most at risk of anti-social or violent behaviour, using scenario-based sessions to build self-awareness, accountability and emotional regulation. Delivered weekly and aligned to known incident patterns, the programme has driven strong engagement, with early outcomes including participants taking on peer leadership roles to promote positive behaviours.

Complementing this, the Know the Risk workshops provided education on substance misuse, achieving a 58% attendance rate and supporting informed decision-making through targeted, inclusive sessions delivered with specialist partners.

Together, these initiatives demonstrate how Mitie integrates intelligence, empathy and structured intervention to reduce incidents, improve wellbeing and support safer, more resilient environments.

Collaborating to advance social mobility, employability and social value

Beyond collaborating with our clients and supply chain to deliver impact for our communities, we actively contribute to and learn from leading industry forums. This helps shape policy, promotes innovation, supports robust reporting and measurement standards and enables collaboration for impact across the social value ecosystem. Forums we actively participate in include the Social Recruitment Advocacy Group, National Social Value Taskforce, Business in the Community, Supply Chain Sustainability School's Social Value Leaders' Group, Institute of Collaborative Working's Social Value Special Interest Group and the Institute of Employability Professionals, using our voice to share best practice and shape the future of social value delivery.

ASCEND Arena

Investing in communities through Manchester City Council

£30,000
invested in community organisations

Mitie partnered with Manchester City Council to deliver the ASCEND Arena, directly investing £30,000 into eight community organisations to strengthen community resilience and address local priorities across the region.

The event brought together over 70 stakeholders, including community organisations, beneficiaries, partners and colleagues, creating a collaborative platform for community-led decision-making and local insight.

Funded projects and impact

Funding was allocated to initiatives focused on employability, youth opportunity, literacy, wellbeing, recovery support, inclusive sport and community safety. Beneficiaries included The Proud Trust, Barlow Moor Community Association, Business Working with Wythenshawe (BW3), Groundwork Greater Manchester, Empower Youth Zones via Snow Camp, The River Manchester, Walking Mum's Club and Dominoes Junior Netball Club, each delivering targeted interventions aligned to local need.

The event also recognised 22 frontline officers through the ASCEND Awards, with £4,000 awarded across categories including safety, innovation and inclusion, celebrating everyday contributions to stronger communities.

Community-led delivery

ASCEND Arena was designed to put communities at the centre of decision-making, ensuring funding reflected lived experience and local priorities rather than top-down assumptions. By connecting frontline insight with targeted investment, the initiative demonstrated how social value can be delivered through trusted relationships, local knowledge and empowered colleagues.

It also created ongoing opportunities for skilled volunteering, partnership development and operational support, extending the impact beyond initial funding and strengthening long-term community resilience.

Partnerships and responsible supply chain

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

Progress against our targets in FY26

Strategic ESG targets

2026 target

Increase spend with VCSEs to £2.50m

FY26 performance

£3.19m

2026 target

Increase % of spend with SMEs to 45%

FY26 performance

45%

2026 target

Increase % of spend on Supplier Management Framework to 60%

FY26 performance

60%

Operational ESG metrics

2026 metric

35% of Preferred Supplier List with carbon targets in science[1]

FY26 performance

24%

Mitie's alignment with the UN SDGs

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

1. Based on 60% of its suppliers by spend covering purchased goods and services and upstream transportation and distribution.

In this section

Partnerships and responsible supply chain progress

FY26 was a year of significant advancement for Mitie's responsible supply chain, defined by the completion of a major integration programme, the launch of our Sustainability and Social Value Supplier Charter, and continued progress in embedding ESG expectations across our supplier base.

Mitie launched a pioneering Sustainability and Social Value Supplier Charter in March 2026. Sponsored from the outset by the Group Procurement Director, the Charter is already being embedded, with early commitments from suppliers supporting Plan Thrive and Plan Zero pledges.

The Charter sets a clear framework across five principles: climate action & environmental responsibility; inclusive employment & skills development; community engagement & place-based impact; ethical business practices; and collaboration & continuous improvement.

We expanded our ESG rating integration into our Digital Supplier Platform in FY26, enabling automated supplier sustainability data flows as part of the ESG and Social Value rollout.

Partnering with our accreditation suppliers, we extended targeted support to SMEs and VCSEs, with additional training and resources.

As we move Marlowe's supplier base onto Mitie's systems and ways of working, we are integrating them into our Supplier Management Framework, a significant undertaking given the scale of the acquisition. We have exceeded our VCSE and SME spend targets for the year. Supply chain emissions continued to fall, supported by improved supplier data quality and deeper engagement with our strategic partners on science-based targets.

Social value return on investment

£1,914,000
spend with VCSEs

£224,733,000
spend with SMEs

Creating a responsible supply chain

A smarter, sustainable future: Evolving Mitie's supplier management programme

Over 60% of Mitie's addressable procurement spend is now managed through our Supplier Management Programme (SMP), a system designed to ensure that suppliers align with our Supplier Management Framework and sustainability goals, and deliver long-term value.

In FY26, we continued our focus on embedding collaboration with suppliers towards shared goals and value delivery through SMP. With the Marlowe integration progressing to plan, we focused on deepening governance, improving data quality, and strengthening the ESG performance of our existing supplier base.

Key developments during the year included:

- **Launch of the Sustainability and Social Value Supplier Charter** establishing clear, publicly communicated expectations for all Mitie suppliers across environmental performance, social responsibility and ethical conduct, representing a shift from compliance-based management to active partnership
- **Expanded EcoVadis coverage** with more than 850 suppliers in our network, representing over 50% of addressable spend, providing real-time visibility into environmental, ethical and labour standards
- **Continued Coupa platform development,** delivering sharper insights through automated dashboards and streamlining the onboarding process for Marlowe suppliers transitioning into the SMP
- **Enhanced supply chain emissions reporting,** with improved supplier data inputs supporting more accurate Scope 3 estimation and targeted decarbonisation engagement

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

Our SMP strategic objectives

Our Supplier Management Programme is structured around five strategic objectives that together ensure suppliers deliver not just commercial value, but environmental and social value too:

1. Working together
Build collaboration and take action to improve together. We establish clear communication channels, define key personnel and escalation routes, and ensure suppliers are not only aware of our ESG goals but are active participants in achieving them.

2. Delivery rating – operational performance
Optimise service: On Time, Every Time. We continuously monitor and evaluate supplier performance against key performance indicators, ensuring high-quality, reliable delivery with clear processes for swift resolution when issues arise.

3. Value for money – total cost of ownership
Evaluate cost-efficiency alongside environmental impact, striving to deliver value sustainably by identifying and realising cost-saving initiatives that also incorporate environmental and social considerations.

4. Ethical and responsible supply (ESG)
Meeting social value targets for an ethical and responsible supply chain. Rigorous supplier assessments and continuous monitoring ensure our partners uphold our ESG standards, implement carbon reduction plans and prioritise reusability, repairability and recyclability.

5. Quality and safety (QHSE)
Proactively manage quality and safety and drive continuous improvement through regular reviews, swift incident resolution and adherence to the highest QHSE standards throughout the supply base.

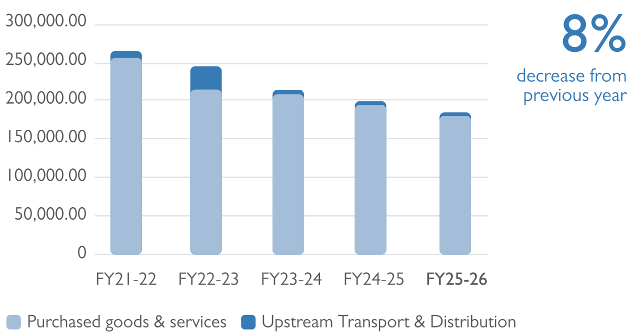
Independently verified, collectively achieved: Supply chain emissions

We are proud to report a further reduction in our supply chain emissions in FY26, independently verified by Achilles. This progress reflects our continued investment in supplier engagement, improved data quality, and the deepening of our hybrid emissions measurement approach, combining publicly available supplier information with the environmentally extended input-output (EEIO) model.

In FY26, we included EEIO assessment categories into our Digital Supplier Platform, enabling us to assess emissions data for suppliers regularly as needed. We also collated emissions and revenue verified data directly from suppliers, enabling us to meet our target coverage across our supplier spend. This approach supports more accurate reporting and targeted engagement with suppliers on their own decarbonisation journeys.

We continue to engage our supply chain on decarbonisation through our annual carbon questionnaire, enabling us to identify opportunities for collaboration and performance improvement. This supports our medium-term target for 60% of suppliers by spend, covering purchased goods and services and upstream transportation and distribution, to have science-based targets by FY27. As of FY26, 24% of suppliers within this scope have adopted science-based targets, demonstrating progress towards this goal. We will proactively engage suppliers throughout FY27 to accelerate uptake and drive further alignment with our decarbonisation ambitions.

Total supply chain emissions



Building supplier confidence through digital engagement

FY26 saw continued momentum on our Mitie Supplier Portal (mitiesuppliers.com), with the platform recording 14,821 portal views during the year as more suppliers, including those newly onboarded from the Marlowe integration, accessed onboarding guidance, compliance resources and ESG alignment tools.

Our Digital Supplier Platform, powered by Coupa, continues to transform how we procure. By automating procurement processes and focusing spend through our trusted Preferred Supplier List, we have maintained a lean, high-quality supplier base while keeping pace with business growth. By switching to digital purchase orders, we continued to reduce paper consumption by eliminating the need for printed purchase orders across our procurement processes.

Our onboarding process ensures that every new supplier aligns with Mitie's Values, operational standards and sustainability goals from the outset, completing a New Supplier Information Request, agreeing to our Social Value Policy, and meeting compliance requirements across health and safety, insurance and financial stability. All UK on-site contractors are required to hold SafeContractor accreditation, embedding rigorous safety, compliance and sustainability checks into contractor requirements as standard.

8%
reduction in supply chain emissions in FY26

>850
EcoVadis supplier count in our network

EcoVadis

Driving sustainability through smarter supplier management

Mitie continues to deepen its use of the EcoVadis platform, integrated into our SMP to enable independent, standardised assessments of suppliers' environmental, social and ethical performance. The platform streamlines data collection across four key areas: Environment, Labour and Human Rights, Ethics, and Sustainable Procurement, supporting compliance with the Corporate Sustainability Reporting Directive (CSRD) and alignment with the UN SDGs.

In FY26, the SMP covers over 900 key suppliers, representing more than 60% of Mitie's procurement addressable spend. Suppliers are evaluated using structured scorecards that include sustainability metrics, ensuring alignment with Mitie's high standards.

Key benefits of our EcoVadis integration include greater transparency and early identification of ESG risks, actionable insights to help suppliers improve, stronger compliance with ESG regulations and reporting standards, and reinforcement of our ESG strategy, including Scope 3 emissions management.

Supply Chain Sustainability School

Mitie continues to strengthen its commitment to sustainability through collaboration and shared learning through our partnership with the Supply Chain Sustainability School (SCSS). This partnership enables the delivery of targeted training and engagement campaigns for both colleagues and suppliers, covering key areas such as modern slavery, carbon reduction, biodiversity and social value.

In FY26, we built on existing learning pathways by making full use of our allocated workshops and integrating SCSS resources into Mitie's Learning and Development platform. These were tailored for our LiveSafe champions, supporting increased awareness and capability in environmental topics, including carbon reduction and energy management.

We also continue to contribute to, and benefit from, wider industry collaboration through active participation in four SCSS working groups: Built Environment Against Slavery, Social Value, Nature & Recovery and Facilities Management & Property. Alongside webinars, workshops and panel events, these initiatives provide accessible learning opportunities for colleagues and suppliers, helping to drive improved sustainability standards across the built environment.

School partner value
2025 / 2026
(fee paid: £18,300)
£88,570

SUPPLY CHAIN SUSTAINABILITY SCHOOL PARTNER

Training

Internal value
9 staff
28 attendees
£4,900

Supply chain value
49 supplier attendees
58 attendees
£22,500

Learning Management System

Internal value
Learning portal access
289 users
£34,680

Resources

Internal value
641 e-learning complete
£19,230

Supply chain value
42 e-learning complete
£1,250

Private events

Internal value
Training support at one private webinar
£1,000

Support

Internal value
Ongoing support (one day pa), promotion & measurement
£3,600

Supply chain value
One speaking slot
£1,400

Additional ongoing value

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

120+ e-learning modules
£1,280,000
worth of e-learning modules to use

Strengthening ethical procurement

Our approach

In FY26, we continued to build a more ethical and resilient supply chain. With rising risks including climate change, economic instability and modern slavery, we maintained and sharpened our sourcing strategy through supply chain mapping, ESG health checks and improved onboarding processes. While most of our services are self-delivered, we rely on a wide network of suppliers for materials and labour, giving us a clear responsibility to influence ethical practices throughout our value chain.

We fully comply with the Modern Slavery Act and embed human rights protections into our policies, training and risk management processes. Our approach includes targeted training, supplier engagement and regular audits to ensure high standards are met and maintained throughout the contract lifecycle.

Training on modern slavery and ethical sourcing is focused on Legal, Procurement and Contract Management teams, with wider awareness delivered through our Action Now platform and the Supply Chain Sustainability School, ensuring all colleagues can identify and respond to modern slavery risks wherever they arise.

Sustainability and social value supplier charter

One of the most significant supply chain developments in FY26 was the launch of our supplier Sustainability and Social Value Charter. This publicly communicated document establishes clear expectations for all Mitie suppliers across environmental performance, social responsibility and ethical conduct.

The Charter marks a deliberate shift from compliance-based supplier management towards active partnership, recognising that sustainable outcomes depend on collaboration, capability-building and shared accountability. It is supported by our Sustainability and Social Value Supplier Policy, which reinforces principles of fairness, inclusion and environmental responsibility across the supply base.

Our Charter has been positively received by supply chain partners, with early engagement strengthening collaboration in support of Plan Thrive and Plan Zero.

Mitie remains one of just 30 members of Social Enterprise UK's Buy Social Corporate Challenge, a national initiative aiming to spend £1bn with social enterprises by 2026. We continue to deepen our partnerships with Social Enterprise UK and MSDUK, connecting with more social and minority-owned businesses and regularly onboarding new diverse suppliers through contract mobilisations. We have committed to hosting a MSDUK meet-the-buyer event at The Shard in September 2026.

Social Enterprise UK   MSDUK

Key achievements in FY26

100%
score on the government's Modern Slavery Assessment Tool

87%
Labour Standards Assessment

Zero
incidents of modern slavery identified within our supply chain in FY26

Modern Slavery Framework

Mitie has been engaged by the Cabinet Office to codify its approach to tackling modern slavery into a structured framework for use across the Strategic Supplier community, marking a significant milestone in our work under the Cabinet Office's Partnership Executive Meeting (PEM), and reflecting a full transition from compliance to sector leadership.

The framework translates Mitie's operational model, controls and governance into a clear, practical and transferable standard for wider adoption. This positions Mitie as a mature, trusted supplier and also as a benchmark for good practice across the public sector supply base.

This achievement is the culmination of a multi-year journey, evidenced across Mitie's 2023, 2024 and 2025 Modern Slavery Statements, which chart a clear progression in maturity:

- **2023:** Baseline controls established across recruitment, supplier management and internal practices, anchored in a zero-tolerance commitment to modern slavery and full compliance with the Modern Slavery Act.
- **2024:** Due diligence formalised, with enhanced third-party screening and stronger risk identification across the supply chain, supported by closer collaboration with government and industry stakeholders.
- **2025:** A mature, risk-based approach embedded across procurement, HR and operations, aligned to Cabinet Office expectations and UK Government guidance, including systematic due diligence and strengthened governance and oversight.

Throughout, Mitie has aligned its approach with evolving statutory guidance and Procurement Policy Notes, shifting towards an evidence-led model built on auditable processes, consistent reporting and clear accountability.

The delivery of this framework marks the conclusion of Mitie's PEM commitment in relation to modern slavery, but its significance extends beyond Mitie itself. By codifying our approach for use across the Strategic Supplier community, we're helping raise standards across the wider public sector supply base.

Payment practices

Mitie maintained its commitment to prompt and transparent payment practices in FY26. On average, invoices were paid within 40 days from the date the contractual or statutory payment term begins, with a target of paying 97% of suppliers within 60 days. Strong digital controls, supported by our Coupa supplier platform, continue to protect SME suppliers from late payment and reinforce the trust that underpins our supplier relationships.

Strengthening supply chain governance: Mandated Preferred Supplier List

Mitie has introduced new system-level controls ensuring that only reviewed and approved preferred and client nominated suppliers can be used across designated spend categories, directly strengthening the governance and due diligence that underpin Mitie's approach to responsible and ethical sourcing.

By embedding supplier controls directly into procurement systems, Mitie ensures that spend can only be directed to suppliers who have already been assessed and approved, reducing the risk of engaging unvetted third parties. This is reinforced by Mitie's No PO, No Pay policy, which requires all third-party spend to be authorised through Mitie's core systems, closing off routes for off-system, unauthorised supplier agreements.

This system-led approach complements Mitie's wider work on modern slavery and ethical supply chain management, ensuring due diligence is not just policy-led but structurally enforced, and that every supplier used across mandated categories has already passed the assessment and approval required to appear on the list. In doing so, Mitie strengthens oversight of labour standards, ethical practices and risk management across its extended supply chain, supporting the same evidence-led, auditable model of governance reflected in Mitie's Modern Slavery Framework.

By moving supplier governance from manual compliance to system-enforced control, Mitie continues to build a supply chain that is more transparent, accountable and resilient, reinforcing its position as a responsible, trusted partner across the sectors it serves.

Streamlining procurement support through digital transformation

Mitie has launched a new Procurement Ticketing Helpdesk, consolidating all procurement support into a single, digitally enabled system, improving responsiveness, transparency and efficiency for colleagues and suppliers alike. The new platform replaces a fragmented network of procurement mailboxes with one centralised portal. Colleagues with a mitie.com email address can now raise procurement tickets directly through the Helpdesk portal, while those without access can do so via a dedicated email address, which automatically generates a ticket in the system. Suppliers have also been given a single point of contact, ensuring all queries are logged and tracked consistently in one place.

This change delivers several key benefits:

- **Consolidated support** – a single system for all procurement queries, enabling quicker responses and smoother processes.
- **Improved tracking** – every ticket is logged, ensuring full traceability and accountability.
- **Greater visibility** – complete email log history supports transparency and continuous improvement.

The transition reflects Mitie's broader commitment to digital transformation and operational efficiency, replacing manual, dispersed communication channels with a structured, auditable system. Looking ahead, Mitie is also developing a self-serve frequently asked questions and support hub, further empowering colleagues and suppliers to resolve queries quickly and independently.

Why this matters for responsible supply chain management

A fully logged, auditable ticketing system strengthens the governance and integrity of Mitie's supply chain, creating a clear, traceable record of every supplier interaction that supports transparent, evidence-led due diligence. It also ensures suppliers, including smaller businesses, receive consistent, timely responses, reducing the risk of queries falling through gaps between disconnected mailboxes.

By replacing siloed communication with a single, governed system, Mitie strengthens the accountability and control that responsible, ethical supply chain management depends on.

Modern Slavery Statement
tinyurl.com/4ZS3SEHM

Reimagining frontline services

Bunzl

Sustainable cleaning through innovation

As Mitie's strategic provider of cleaning and hygiene products, Bunzl plays an important role in helping us reduce environmental impact, drive innovation and support customers on their sustainability journeys. Together, we are transforming how cleaning products are sourced, delivered and used, embedding sustainability across thousands of customer sites.

Our partnership extends beyond product supply. Through sustainability data, carbon forecasting, responsible product innovation and collaborative ESG programmes, Bunzl helps Mitie make informed procurement decisions that reduce emissions, minimise waste and support Scope 3 reduction objectives.

During FY26, the partnership delivered measurable progress through smarter procurement and operational improvements. By increasing the minimum order value for cleaning consumables from £75 to £100, Mitie encouraged greater order consolidation, reducing deliveries and associated emissions. Combined with Bunzl's increasing use of hydrotreated vegetable oil (HVO) fuel, these changes contributed to a 35% reduction in carbon intensity per £1,000 of spend since April 2025, equivalent to 66 tonnes of CO_2e avoided.

The partnership also enables Mitie to bring innovative solutions to customers. During the year, Bunzl supported the deployment of safer and more sustainable cleaning products, including biotechnology-based descaling solutions from BioHygiene and plastic-free consumables from Serious Tissues. These innovations reduce chemical hazards, minimise plastic consumption and support circular economy principles while maintaining operational performance.

Previous reporting showed that 83% of Mitie purchases were classified as sustainable award-winning products, outperforming industry benchmarks. Together, Mitie and Bunzl demonstrate how strategic supplier partnerships can create environmental and social value at scale through data, innovation, responsible sourcing and continuous improvement, helping both organisations and customers achieve their ESG ambitions.

FY26 highlights

- Increased use of HVO fuel across Bunzl delivery operations
- Sustainable procurement embedded across major cleaning product categories
- Product innovation supporting reduced plastic use, lower chemical risk and circularity
- Winner of Mitie's Environmental Impact Award for supply chain sustainability leadership

Key facts

35%
reduction in carbon intensity per £1,000 spend

66
tonnes CO_2e emissions avoided

Robotics

Scaling robotics for measurable impact

Mitie's rollout of robotic cleaning technology continued to accelerate during FY26, helping customers reduce environmental impact while improving operational efficiency.

Following the award of Mitie's Robotics Programme in July 2025, strategic partnerships were established with Industrial Cleaning Equipment (ICE) and Bunzl to support the deployment of next-generation autonomous cleaning equipment across customer sites. The programme forms part of Mitie's wider commitment to using technology and innovation to create healthier, safer and more sustainable environments.

Recent advances in robotic cleaning technology have delivered significant sustainability benefits. New machines incorporate water-recycling capabilities that substantially reduce water consumption while maintaining cleaning performance. Enhanced software and telemetry also provide real-time visibility of environmental performance, enabling customers to measure and verify sustainability benefits directly.

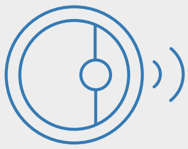
Between July 2025 and January 2026, robotic cleaning machines deployed through Mitie's partnership with ICE saved more than 540,000 litres of water, reducing resource consumption across customer sites. The technology also supports lower chemical usage through more precise dispensing systems and improved cleaning efficiency, further reducing environmental impact.

In addition to environmental benefits, robotic cleaning technology improves productivity, enables greater consistency of service delivery and supports data-driven decision-making through enhanced operational reporting.

As demand for intelligent and sustainable cleaning solutions continues to grow, Mitie will continue to expand its use of robotics to help customers improve resource efficiency, reduce environmental impacts and accelerate progress towards their own sustainability objectives.

FY26 highlights

- Strategic robotics partnerships established with ICE and Bunzl
- Reduced chemical consumption through improved cleaning technology
- Enhanced reporting and transparency through real-time environmental data
- Increased operational efficiency and service consistency



540,000

litres of water saved between July 2025 and January 2026

ICE

Strategic robotics partnerships established with ICE

Ozoklenz chemical-free cleaning solution

Mitie and Network Rail faced the challenge of finding a more sustainable way to clean their sites. Traditional cleaning methods relied heavily on chemicals, which contributed to carbon emissions, single-use plastic waste, and posed safety risks for staff. Additionally, managing chemical deliveries and storage created logistical headaches, particularly for remote or hard-to-access locations. The goal was to adopt a solution that would reduce environmental impact while improving safety and simplifying processes.

The chosen solution was Ozoklenz, a chemical-free cleaning system that uses aqueous ozone technology. This innovative approach creates a powerful cleaning agent on site using only water, oxygen, and electricity, eliminating the need for harmful chemicals. Ozoklenz offers handheld units for mobile cleaning and wall-mounted systems for larger sites, ensuring flexibility across different environments. The rollout was carefully planned with site surveys, tailored system recommendations and training for cleaning teams to ensure a smooth transition without disrupting operations.

The system has improved safety, continuing Network Rail and Mitie's journey in embracing biotech and chemical-free cleaning to continually reduce the use of chemicals, reduce Control Substances Hazardous to Health risks, and lower personal protective equipment requirements. It has also eliminated the need for chemical storage, reducing manual handling accidents and freeing up space. Cleaning teams have embraced the technology, reporting excellent results and ease of use, making this a key step towards a greener, more sustainable future.

The product has been nominated for 'Product of the year 2026' at the Spotlight Rail Awards.

Play the Ozoklenz video
tinyurl.com/YRWEFPVA

Key benefits

6,594
litres of chemical product removed from use

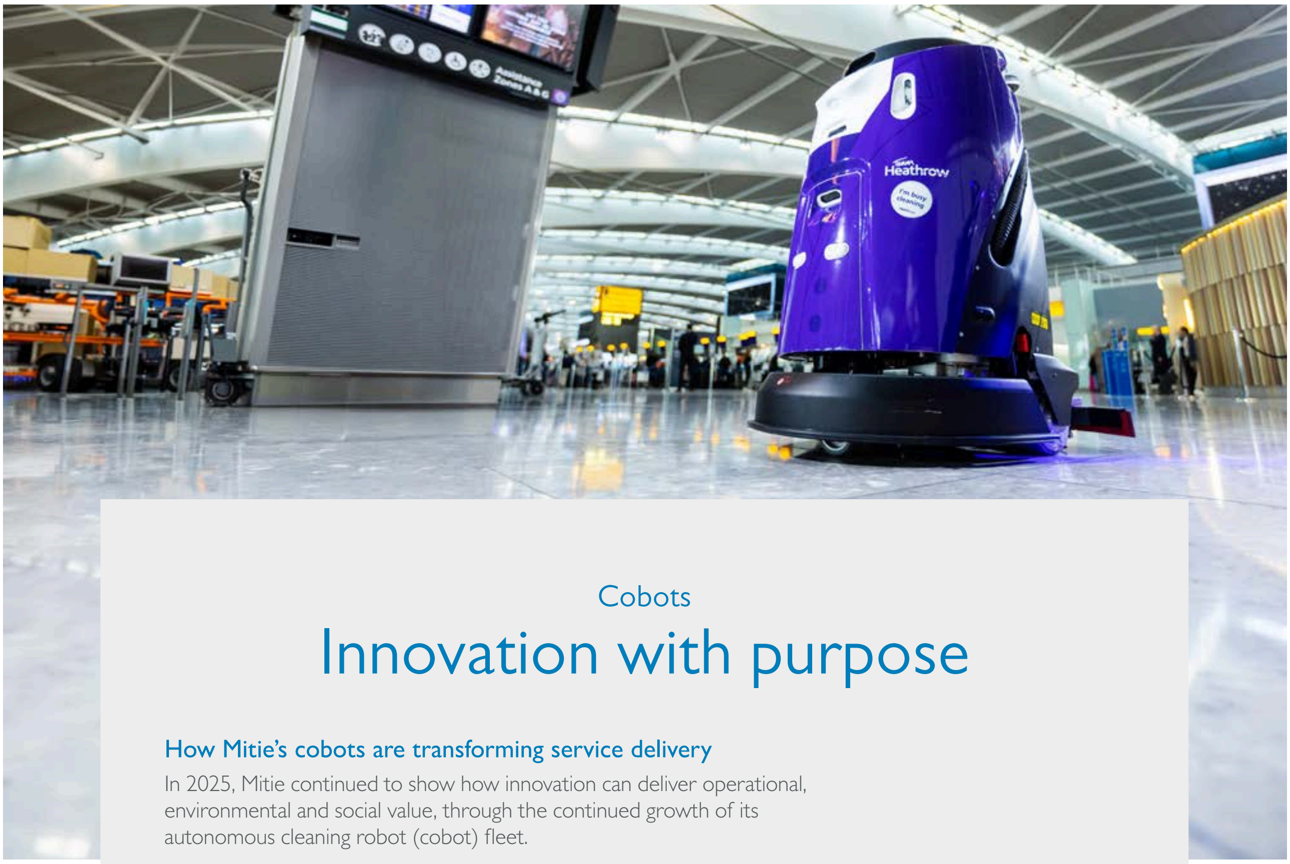
1,069
five-litre plastic containers and caps avoided

683
one-litre bottles with triggers avoided

754
750ml bottles with triggers avoided

"Ozoklenz has been a great initiative from Mitie which cleans effectively and has such obvious environmental benefits.

Vicky Edmunds
Route Property Facilities Manager, East Coast, Network Rail



Cobots

Innovation with purpose

How Mitie's cobots are transforming service delivery

In 2025, Mitie continued to show how innovation can deliver operational, environmental and social value, through the continued growth of its autonomous cleaning robot (cobot) fleet.

Scaling automation at Heathrow

The most significant deployment came at Heathrow Airport, where Mitie supplied the UK's largest fleet of automated cleaning robots to help support record passenger numbers. The fleet of 32 fully electric cobots works alongside 850 cleaning colleagues, combining advanced technology with human expertise to maintain some of the busiest terminals in the world.

Using smart sensors and autonomous navigation, the cobots independently mop, polish and maintain floors while operating safely around passengers and airport activity. They continuously map their surroundings, avoid obstacles and adapt to changing conditions, ensuring effective cleaning, even in high-footfall areas. After up to three hours of operation, each cobot automatically returns to its docking station to recharge before resuming work.

Freeing colleagues for higher-value work

Beyond efficiency gains, the technology allows colleagues to focus on specialist cleaning tasks and customer-facing activities, improving both service quality and operational resilience. The cobots have quickly become a familiar, popular feature within the terminals, showing how technology can enhance both the working environment for colleagues and the experience for passengers.

Innovation as social value: the carolling cobots

Our cobots have also shown how innovation can create social impact beyond operational performance. During the festive period, several autonomous cleaning robots were transformed into 'carolling cobots' at London Bridge station, surprising thousands of commuters with seasonal performances in support of Crisis at Christmas, the charity supporting people experiencing homelessness.

The initiative showed how technology can be used creatively to engage communities and raise awareness of important social causes. While cobots are typically deployed to maintain hygiene standards across busy transport hubs and commercial spaces, their appearance as festive performers revealed a different, more playful side of innovation, generating positive engagement from commuters while supporting a worthwhile cause at a critical time of year.

Environmental performance

4,800m^2

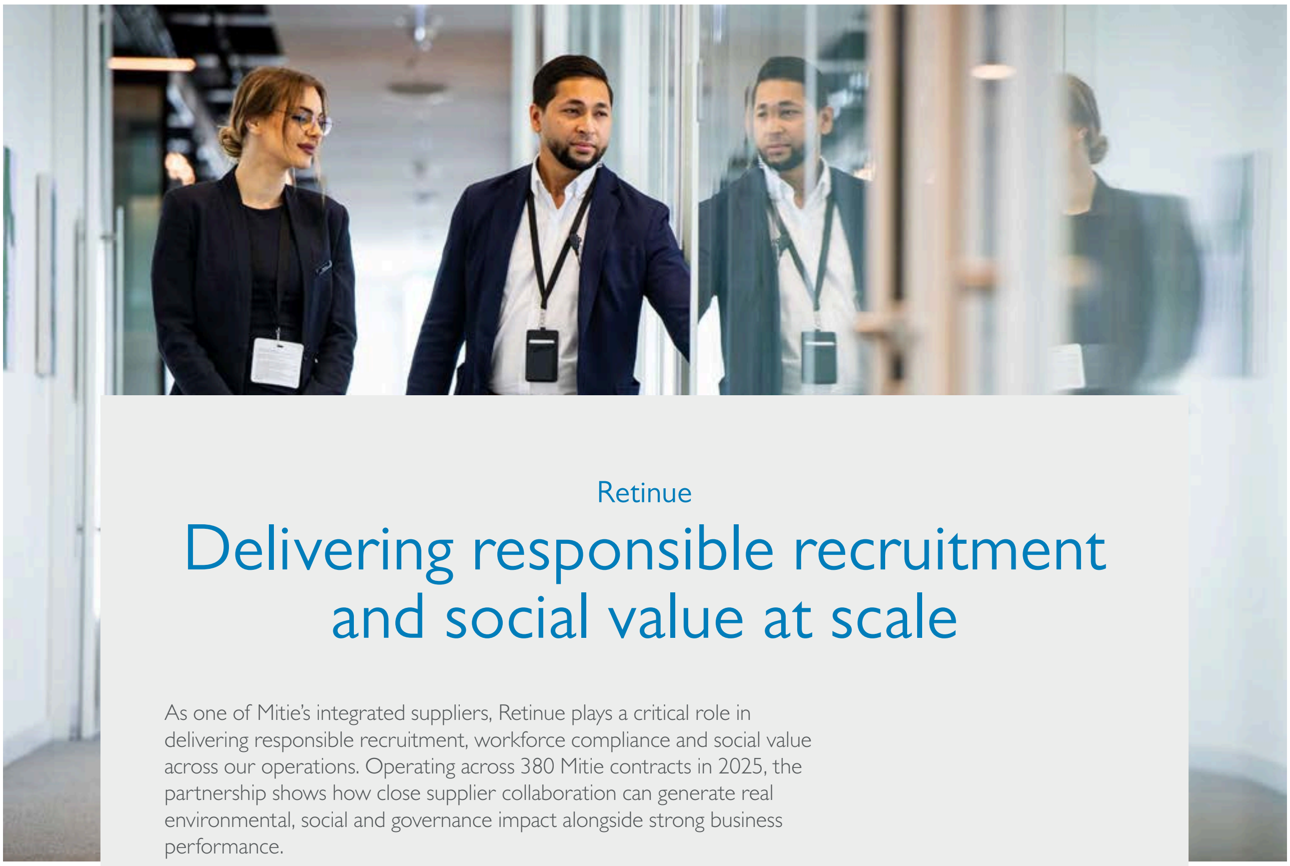
Up to 4,800m² cleaned per cobot per day, equivalent to around eight football pitches

18

As little as 18 litres of water used daily, with water recycled during operation

Fully electric operation, supporting Heathrow's ambition for a more sustainable passenger experience

Strengthening social value through supply chain partnerships



Retinue

Delivering responsible recruitment and social value at scale

As one of Mitie's integrated suppliers, Retinue plays a critical role in delivering responsible recruitment, workforce compliance and social value across our operations. Operating across 380 Mitie contracts in 2025, the partnership shows how close supplier collaboration can generate real environmental, social and governance impact alongside strong business performance.

Managing compliance at scale

Recruiting and deploying large numbers of workers across diverse locations brings real challenges, around compliance, ethical recruitment and workforce wellbeing. Mitie and Retinue have built robust processes to address them, including comprehensive compliance checks, supplier assurance activity and modern slavery risk management.

Widening access to employment

Beyond workforce management, the partnership delivers meaningful social value by widening access to employment. Working with organisations including Jobcentre Plus, Communities and Housing Investment in People (CHIP), Skills Academy and the Mitie Foundation, Retinue helps connect underrepresented groups with sustainable employment opportunities.

Partnerships across 16 Jobcentre Plus locations in England and Scotland have supported the onboarding of temporary workers, while referral programmes and community initiatives have helped create routes into work for people facing employment barriers.

Supporting diversity and environmental ambition

Retinue also supports Mitie's diversity, equity and inclusion commitments through workforce monitoring, supplier diversity programmes and the promotion of SME and VCSE participation across the supply chain. Environmentally, Retinue has achieved EcoVadis accreditation and committed to reaching Net Zero by 2045 – aligning closely with Mitie's own sustainability ambitions.

Together, Mitie and Retinue demonstrate how integrated supplier partnerships can deliver more than operational value, creating measurable ESG benefits for customers, communities and colleagues alike.

Key facts

6,511
workers placed across Mitie contracts in 2025

5,057
fully compliant workers active during the year

55
supplier audits conducted each month

Face-to-face modern slavery training delivered to all recruitment agencies

The wellbeing ripple effect: How Mitie helped 129 SMEs build healthier workplaces

Mitie partnered with external provider International Workplace to support a DWP-funded Institution of Occupational Safety and Health (IOSH) Managing Occupational Health and Wellbeing training programme, aimed specifically at SMEs. The initiative was actively championed internally by colleagues in Occupational Health & Wellbeing and Procurement, with support from Social Value and Procurement teams to reach Mitie's supply chain.

The email campaign to our eligible SME supply chain resulted in 129 registering for the training which was focused on improving line manager capability and confidence to manage mental health in the workplace.

For Mitie, this aligns directly with our Plan Thrive social value commitments, including our ambition to uplift one million lives and our contribution of 1,000 funded places, helping to improve workplace health, opportunity, and economic participation at scale. International Workplace acknowledged Mitie's contribution to the campaign by inviting a testimonial from us to incorporate in their entry for the Wellbeing category at the Institute of Workplace and Facilities Management Awards.

More than suppliers: Partners in social change

Mitie has continued to seek out new suppliers to deliver intentional social value activity for the business and its contracts. We have onboarded and started work with these suppliers in FY26 and will look to develop and celebrate their impact in FY27:

Connectr

a VCSE that is producing a volunteering toolkit for schools engagement

Catch22

a VCSE that is delivering a co-funded programme to support care-experienced young people to undertake placements with our clients and suppliers

Hi-impact

an SME that is producing interactive livestream video content to excite schools and pupils about careers with electricity

Debate Mate

a VCSE that is building confidence and communication skills for disadvantaged jobseekers

Standing Tall

a VCSE that is helping Mitie to recruit people experiencing homelessness into security roles

Auticon

a VCSE that is providing Mitie with neurodiverse talent for digital roles

Leading Deeply

an SME that is providing workshop and coaching activities to grow the impact of social value work at Mitie

Governance

Strong governance underpins every ESG commitment we make. In FY26, we strengthened Board oversight, embedded climate risk into our Enterprise Risk Management framework, and enhanced internal controls testing and regulatory readiness ahead of mandatory sustainability reporting requirements.

Key governance metrics FY26

2026 metric
ESG Committee meetings held
FY26 performance
6

2026 metric
Board ESG standing agenda item
FY26 performance
Yes

2026 metric
One Code completion (UK colleagues)
FY26 performance
84%
59,593 colleagues

2026 metric
Confirmed incidents of corruption or bribery
FY26 performance
Zero
confirmed incidents

2026 metric
Severe human rights incidents (own workforce)
FY26 performance
Zero
confirmed incidents

2026 metric
Scope 1 & 2 GHG assurance level ISO
FY26 performance
Reasonable
ISO 14064-3

2026 metric
Scope 3 GHG assurance level
FY26 performance
Limited
ISO 14064-3

2026 metric
External TCFD compliance
FY26 performance
Full
all 4 recommendations, 11 disclosures

In this section

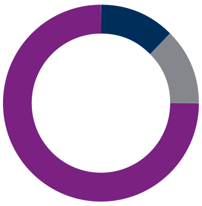
Board of Directors at a glance

Board of Directors at a glance (at 31 March 2026)

Gender diversity

Female	4
Male	4

Ethnicity diversity



British Asian	1
British Indian	1
White British	6

Director age range

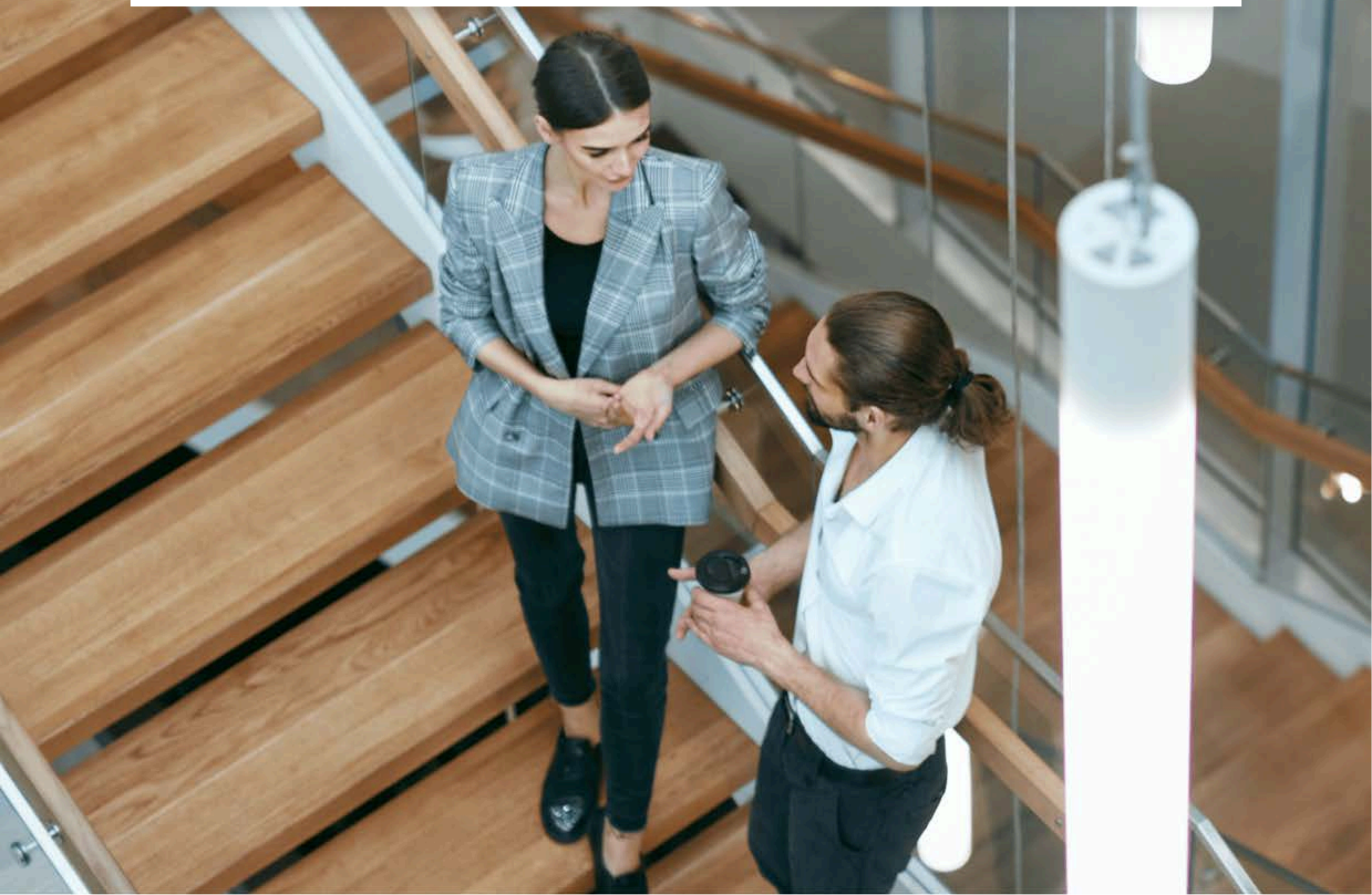
41–50	2
51–60	3
61–70	2
71–80	1

Director independence

Chairman	1
Executive	2
Independent	5

Director tenure

Less than 6 years	5
6–9 years	2
Over 9 years	1



The Board

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

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

INFORMING

REPORTING

Board Committees

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

Audit & Risk Committee

Purpose: to monitor the integrity of the financial statements and effectiveness of internal controls, enterprise risk management, risk management systems, fraud prevention mechanisms, and internal and external audits. To review the principal risks and uncertainties of the company and advise the Board on risk.

Nomination Committee

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

Remuneration Committee

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

ESG Committee

Purpose: to provide oversight and governance for all of Mitie's ESG initiatives, ensuring they are aligned to Mitie's purpose, promises and Values.

INFORMING

REPORTING

Mitie Group Executive (MGX)

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

In addition to the four main Board Committees, the company has a Disclosure Committee, an informal Bid Committee and a Group Risk Committee. The Company also established the Independent Prison and Immigration Review Board (I-PIRB).

Disclosure Committee

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

Bid Committee

Chaired by the Chief Executive Officer, its members include the Chief Financial Officer, Chief Legal Officer & Company Secretary, relevant members of the MGX and members of the sales team. The Bid Committee meets as part of regular MGX meetings and met most weeks during FY26. The Bid Committee's purpose is to consider material bid submissions and to determine whether such bids meet the Group's financial, commercial and legal objectives.

Group Risk Committee

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

Independent Prison & Immigration Review Board

The I-PIRB is a strategic advisory body established by Mitie to provide independent expertise and oversight across its prison and immigration services. The I-PIRB brings together leading practitioners, academics and senior executives to support high standards of performance, transparency and continuous improvement across these sectors.

ESG oversight

A strong governance framework is fundamental to the delivery of our ESG programmes.

Our four-tier governance structure enables us to implement initiatives effectively; assess impacts and associated risks; identify opportunities for further business growth; provide end-to-end oversight of ESG matters, spanning environmental, sustainability and social value priorities; and maintain regular reporting to the Board.

We have embedded a culture of continuous improvement to sustain our leadership position across the ESG agenda. Through the scale of our operations and the strength of our partnerships with leading organisations, we are well placed to influence positive change. Our Plan Zero environmental, and Plan Thrive social mobility initiatives allow us to mitigate climate-related impacts while enhancing social value outcomes in the communities we serve.

Governance framework

Board

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

Key achievements in FY26:

- Monitored progress against social value and climate-related goals and targets
- Reviewed and approved the new ESG strategy and targets to FY31
- Reviewed and approved TCFD and principal risks and uncertainties
- Refreshed the Board's approach to improve our two-way communications through our colleague listening strategy, focusing on hearing from and acting on colleague feedback

ESG Committee

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

- Formal reporting of climate-related risks and opportunities
- Developing the new ESG strategy and targets on behalf of Mitie
- Ensuring Mitie conducts its business in a responsible way to achieve a positive impact on the people, environment and the communities in which it works
- Engages stakeholders to understand expectations and concerns regarding climate change and communicates the Group's efforts to address them

Key achievements in FY26:

- Embedding Mitie's Double Materiality Assessment (DMA) results into strategies across the business
- Engagement with our supply chain to ensure alignment with the Group's science-based target approach
- Ongoing review of our Net Zero progress and incorporation of carbon reduction initiatives
- Reviewed our carbon credits and renewable energy governance framework
- Increased the number of apprenticeships across Mitie
- Reviewed and approved Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities)

ESG Risk Group

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

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

Key achievements in FY26:

- Undertake continual improvement actions for the sustainability statement in line with CSRD requirements
- Improved engagement with supply chain to influence the uptake of environmental initiatives that work towards a 1.5°C trajectory
- Identified opportunities to expand Mitie's commercial decarbonisation offering to our customers
- Updated the risk matrix to incorporate further mitigation measures
- Further development of physical and transional scenario analysis
- Ongoing review of future regulatory requirements

ESG Working Groups

The ESG Working Groups cover the wider ESG agenda, including environment, labour and human rights, business ethics and sustainable procurement. They meet quarterly and report to the ESG Risk Group. Their members include ESG team members and operational managers from across the Group. Their key responsibilities include:

- Identifying and delivering actions to achieve Mitie's Plan Zero initiative objectives that elimiate fossil fuels, reduce waste, lower energy consumption, uplift nature-positive habitats and drive down carbon emissions
- Identifying and delivering actions to achieve Mitie's Plan Thrive initiative focused on improving lives and strengthening communities through employment, skills, wellbeing, and community investment
- Continuous improvement of Mitie's Climate Change Risk Assessment (TCFD risks and opportunities) incorporating further scenario analysis

Key achievements in FY26:

- Integrating improved data capture processes into supplier management information
- Improved sustainable commuting engagement and reporting
- Development of new strategic targets and operational metrics, incorporating new biodiversity and waste targets

Culture and workforce engagement at Mitie

Culture at Mitie is not something we manage from the top down, it is something we build together, every day, through the actions of our 84,000 colleagues across the UK, Ireland and Spain. It is underpinned by our purpose, Better Places; Thriving Communities, and expressed through our Values and the behaviours we expect of everyone, from the Board to the frontline.

In FY26, we took deliberate steps to strengthen and renew the cultural foundations of our business. The refreshed One Code, our enterprise-wide Code of Conduct, was launched, bringing together our Values, policies and expected behaviours into a clear, practical framework. Alongside it, we introduced a new behaviour framework that gives colleagues and leaders practical, day-to-day guidance on how to work with integrity, inclusion and accountability. Together, these tools are designed not just to set expectations, but to create the psychological safety that enables people to speak up, challenge and contribute fully. By year end, over 59,500 colleagues – 84% of UK colleagues – had completed One Code learning.

The Marlowe acquisition in August 2025 brought thousands of new colleagues into the Mitie family. Integrating those colleagues into our culture, Values and ways of working is one of our most important priorities for FY26 and beyond. We are committed to ensuring that every colleague, whether they joined Mitie in 2020 or 2025, experiences the same commitment to fairness, inclusion and opportunity.

Alignment of remuneration and culture

Successful people and organisations are clear about what they want to achieve, how they are going to get there and their progress along the way. The annual employee appraisal (MiReview) process allows Mitie to set SMART objectives in areas that really add value to the business, build development plans that help colleagues achieve their objectives and personal development goals, and ensure that pay reviews are carried out in a transparent way, related directly to individual performance. In FY26, 88.4% of salaried employees received an end-of-year performance review (FY25: 82.6%).

ESG leadership targets are built into executive remuneration bonuses. The Long-Term Incentive Plan targets are disclosed in the Director's remuneration report on pages 133 to 148 of the Annual Report and Accounts 2026.

Ethics

Mitie is committed to promoting equality, diversity and inclusion (ED&I); eliminating discrimination; providing equality of opportunity; and encouraging inclusivity among colleagues. All colleagues are required to adhere to Mitie's key ethics and compliance policies, which include the Employee Handbook, Ethical Business Practice Policy, People Policy, and Equality, Diversity and Inclusion Policy. Colleagues are encouraged to report any behaviours that they believe do not comply with these policies or do not meet the standards of conduct expected at Mitie. Channels for raising concerns include Mitie's independent whistleblowing service 'Speak Up', which operates 24 hours a day, seven days a week via freephone hotline and web portal, line managers, People Support, directly with the Chief Executive via email to 'Grill Phil', via email to the ED&I mailbox, and through Mitie's six diversity networks. In FY26, zero confirmed incidents of corruption, bribery or modern slavery were identified across Mitie's organisation.

Mitie's award-winning inclusion learning and development programme Count Me In helps us create an environment where everyone feels supported, included and able to bring their true self to work. Count Me In remains a key core offering for our colleagues and forms the foundation of our wider leadership and inclusion programmes. Since 2022, the programme has generated over 255,900 interactions with learning activities across the business. Further details of Mitie's Count Me In programme can be found at www.mitiepeople.com/countmein.

Our commitment to promoting a truly inclusive culture has been advanced through two leader-specific learning programmes. Our Leading Together programme, developed for all people managers, covers the principles of inclusive leadership, with 88% of people managers having completed it to date. Complementing this, our Leading with Respect programme provides deep focus on ED&I, health and wellbeing, safety and employee relations, empowering managers to effectively manage grievances, absences and investigations with a colleague-centred lens: 94% of people managers have now completed Leading with Respect since it launched in September 2023.

In FY25, we launched our This Is Me campaign, which uses the lived experiences of Mitie colleagues to put a spotlight on important subjects and drive inclusivity across our workforce of more than 80,000 people. Our six diversity networks – CHORD, Proud to Be, Mitie Women Can, Parents and Carers, Mitie Military and Enable – delivered six events during the year, with over 300 colleagues participating at flagship events. Our Inclusion Allies programme, run in partnership with Inclusive Employers, has seen 450 colleagues complete the four-week allyship journey. In FY26, 32% of our senior leadership team were female, and we increased racially diverse representation to 18% at senior leadership level.

Mitie's continued commitment to inclusive employment has been recognised through a number of significant accreditations in FY26, including recognition as a UK Top Employer for the eighth consecutive year, the award of Disability Confident Leader status (Level 3 – the highest level under the UK Government scheme) in March 2026, and accreditation under the Good Business Charter in December 2025.

How the Board assesses and monitors culture

Mitie's Values help define the behaviours of its people and underpin its vision of Better Places; Thriving Communities. An important element of Mitie's culture is establishing a 'One Mitie' way of operating across the business. The 'One Mitie' way leads to consistent, high-quality and relevant information flows across the business. Mitie's colleague listening strategy, which is focused on hearing from and acting on colleague feedback, supports the adoption of a 'One Mitie' culture that is inclusive and high-performing. The strategy includes 14 Board listening sessions delivered in the UK and overseas during FY26, hosted by Board members and Mitie business divisions. Jennifer Duvalier serves as the designated Non-Executive Director for workforce engagement, with up to two additional Board members attending each listening session. Members of the Board attend regular events with colleagues at Mitie offices, as well as diversity network events, including Mitie's six flagship network events. Where virtual events are held, they include the ability for colleagues to ask questions of management via a chat box.

Whistleblowing

Mitie has an independent whistleblowing service, 'Speak Up', to enable colleagues, customers, suppliers and third parties to report any concerns or wrongdoing anonymously, without any fear of retaliation. Speak Up is managed by an independent third-party service provider, NAVEX Global, and operates 24 hours a day, seven days a week.

The service can be accessed via a freephone hotline number and a web portal, details of which are made available to colleagues in multiple languages via workplace posters, Mitie's Employee Handbook, intranet and MitiePeople.com. The service can also be accessed by customer and supplier personnel, as well as members of the public, with details provided via www.mitie.com.

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

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

> "Engaging with our colleagues remains central to how we strengthen our culture and improve the working experience across Mitie. By creating meaningful opportunities to listen and respond to feedback, we ensure that the voices of our people directly inform Board discussions and decision-making. Our colleagues play a vital role in delivering social value, and their insights help shape a more inclusive, high-performing organisation. I am encouraged by the progress we continue to make as we evolve our people-focused priorities.

Jennifer Duvalier
Designated Non-Executive Director for workforce engagement

Designated Non-Executive Director for workforce engagement

Jennifer Duvalier is Mitie's designated Non-Executive Director responsible for oversight of the Board's engagement with Mitie colleagues. Jennifer participates directly in employee engagement initiatives and, along with other Board members, has carried out a full programme of activities in FY26. These include colleague listening sessions, which ensure that the Board hears directly from frontline colleagues about what is working well at Mitie and what can be improved. One of Jennifer's main roles is to encourage colleagues to share their views so that she can champion their voice in Board discussions.

Board listening sessions

The Board held 14 colleague listening sessions in FY26, with Jennifer Duvalier, our designated Non-Executive Director for workforce engagement, leading a full programme of in-person and virtual activities. Key themes emerging from FY26 listening sessions included recognition and career progression, digital tools and technology access, and cross-divisional communications, all of which have directly informed management priorities for FY27. Board members also attended ED&I network events and diversity network activities across Mitie throughout the year, ensuring that diverse colleague voices are heard and championed at the highest level of the organisation.

Why Jennifer?

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

Objectives

The objectives of Jennifer's programme of activities include:

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

Listening to our colleagues

We believe that a strong culture requires genuine two-way communication. Our 360° listening approach is designed to ensure that every colleague has a meaningful opportunity to be heard, and that what they tell us shapes how we lead and manage the business.

MyVoice: our annual engagement survey

Our annual colleague engagement survey, MyVoice, provides a Group-wide view of culture and engagement. The October 2025 survey reported an engagement score of 74%, an 11-percentage point improvement on the 63% recorded in April 2024. This is a significant step forward and reflects sustained investment in colleague recognition, development, wellbeing and communication over the past year. Alongside the survey, over 31,000 Mitie Stars were issued as part of our recognition scheme, with £83,500 awarded in prizes, and free shares were issued to frontline colleagues for the sixth consecutive year, including a double free share award of 200 shares, reinforcing our commitment to ensuring that every colleague shares in Mitie's success.

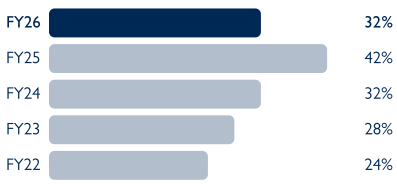
The survey identified five priority areas for action in FY26 and FY27:

- **Streamline processes and remove barriers** – accelerating process reimagination and investing in enterprise-wide change management capabilities, including the launch of an Employee Experience Board
- **Strengthen rewards and personal growth** – conducting market reviews for critical green, engineering and projects skills; refreshing the MySlice campaign; and reviewing career pathways in Technical Services
- **Enhance cross-team communications** – moving to an enterprise-first communications strategy and using the new behaviour framework to drive a renewed focus on collaboration
- **Focus on at-risk teams and contracts** – implementing targeted performance improvement actions and setting up peer-to-peer mentor groups across key account managers
- **Embed engagement in strategy and accountability** – embedding engagement scores into all contract and operational reporting, and implementing continuous listening through Microsoft Viva Glint

Team Talk Local

In FY26, Mitie delivered 324 engagement events through our Team Talk Local programme. This framework equips leaders with the tools and confidence to run high-quality, structured conversations with their teams, each session includes a video update from CEO Phil Bentley and dedicated time for open dialogue. A strong 'you said, we did' focus ensures that feedback loops are closed, and colleagues see the impact of what they raise.

Females in senior leadership team (%)

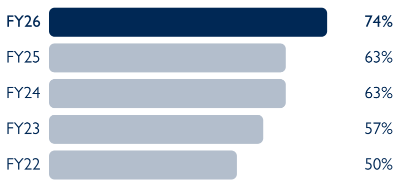


10ppt
decrease from previous year

Description
The number of females in the senior leadership team (SLT) is calculated as a percentage of the total SLT. The SLT includes the Executive Committee and the Management Leadership Team. Monitoring this against our target of 40% supports effective governance and succession planning, as well as reinforcing the Group's commitment to equality and inclusion.

Our achievement
Females in senior leadership reduced by 10ppt to 32%, reflecting the continued simplification of our organisational structure and voluntary attrition. We are focused on strengthening the pipeline of female talent through targeted development programmes, introducing diversity targets for middle management roles and enhancing succession planning.

Colleague engagement (%)



11ppt
increase from previous year

Description
Colleague engagement is informed by Mitie's annual MyVoice survey, which captures colleague sentiment and areas for improvement. Insight from the survey is complemented by regular engagement between colleagues, the Board and the SLT. A highly engaged workforce supports Mitie's performance.

Our achievement
Mitie's FY26 MyVoice survey showed a significant increase in engagement, with 74% of colleagues 'fully engaged'. This reflects a continued focus on strong leadership, colleague voice and creating an inclusive and supportive working environment. Actions arising from the survey are overseen by the Board to ensure that insights are translated into meaningful improvements.

Colleague turnover (%)

0ppt
No change

Description
Colleague turnover measures the proportion of colleagues who choose to leave the Group during the year as a percentage of average headcount. Monitoring voluntary attrition provides insight into workforce stability, engagement and retention, and helps the Board assess the effectiveness of Mitie's leadership, culture and reward framework.

Our achievement
Colleague turnover remained stable at 12%. This is a material reduction compared to four years ago, when turnover was 19%, reflecting sustained progress in colleague engagement, retention and the effectiveness of our people and culture initiatives, including to provide career progression opportunities and industry-leading rewards packages.

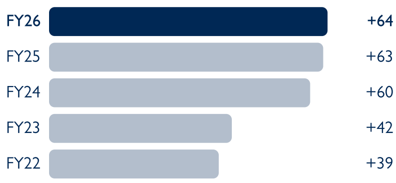
Lost Time Injury Frequency Rate (per million hours worked)

0.43
increase from previous year

Description
Lost Time Injury Frequency Rate (LTIFR) measures the number of work-related injuries resulting in lost time per million hours worked. It enables the Board to assess the effectiveness of Mitie's safety culture, controls and behaviours, while supporting colleague wellbeing, operational resilience and consistent service delivery.

Our achievement
LTIFR increased by 0.43 to 3.13 in FY26, due to a modest rise in violence and aggression incidents directed towards frontline workers by members of the public, although it remains below the five-year average. We provide extensive support to our colleagues and continue to invest in technology, equipment and training to reduce the risk of injury.

Net Promoter Score (index)



1pt
increase from previous year

Description
Net Promoter Score (NPS) measures the likelihood of customers recommending Mitie's services to others. It is an important indicator of overall customer satisfaction, service quality and relationship strength, and helps the Board assess how effectively the Group is meeting customer expectations and delivering consistently high-quality outcomes.

Our achievement
NPS increased by 1pt to a record +64, demonstrating our commitment to meeting the changing needs of our customers and exceptional service delivery. By measuring this, we continuously refine our understanding of where we excel and identify opportunities for enhancement. The FY26 survey captured feedback from over 1,100 customers.

Carbon emissions (Scope 1,2 and 3) (tonnes CO_2e)

5%
decrease from previous year

Description
Mitie set ambitious targets through its Plan Zero initiative to reach Net Zero operational carbon emissions by the end of 2025, with non-operational emissions targeted by 2035. Mitie first reported Scope 3 global emissions data in FY23. Global emissions data has been externally verified for the first time in FY26 (previously only UK emissions data).

Our achievement
Mitie's Scope 1, 2 and 3 global emissions (location-based) reduced by 5% to 257,995 tonnes CO_2e (including 6,778 carbon credits). Within this, Scope 1 and 2 emissions reduced by 6% to 18,992 tonnes CO_2e, reflecting the continued removal of fossil fuel heating systems and fleet transition to EVs. Progress against our targets is reported in the sustainability statement.

Mitie Good Business Charter accreditation

In FY26, Mitie was awarded the Good Business Charter accreditation, reflecting its commitment to responsible business practices across 10 key components, including fair pay, worker wellbeing, diversity, environmental responsibility and prompt payment. This accreditation provides external validation of Mitie's responsible business conduct and reinforces our commitment to operating with integrity across all stakeholder relationships.

Fair Tax Mark

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

The Fair Tax Mark, awarded by the Fair Tax Foundation, recognises organisations that uphold the highest standards in tax transparency and integrity. To achieve certification, Mitie underwent a rigorous independent assessment of its tax policies, practices and reporting. By joining this community of accredited businesses, we are reinforcing our belief that doing the right thing builds trust with our colleagues, customers and communities.

Cyber security

Cyber security is a core component of Mitie's ESG strategy, underpinning our responsibility to protect the digital infrastructure and data entrusted to us. Our security framework is aligned to recognised industry standards, including ISO 27001:2022 and Cyber Essentials Plus, applied consistently across the Group. Ongoing investment in cyber capabilities reflects our commitment to strong governance, operational resilience and risk management in an increasingly complex and hostile threat landscape.

During FY26, we continued to enhance our cyber security posture through targeted assurance activity, including a comprehensive IT General Controls review conducted by Internal Audit. This review identified opportunities for further strengthening controls and informed a programme of practical improvements. Cyber risk remains embedded within the Group's Enterprise Risk Management framework and is subject to ongoing review by the Audit & Risk Committee, ensuring that emerging threats are identified, assessed and managed proactively.

This focus on continuous improvement has been supported by strong leadership across our Information Security function. In FY26, our Chief Information Security Officer (CISO), John Cruise, was recognised as CISO of the Year at the Computing Security Excellence Awards, highlighting both individual leadership and the maturity of Mitie's overall cyber governance and risk management approach.

The award reflects the sustained development of Mitie's security and intelligence capabilities, including the strengthening of risk monitoring, the integration of cyber controls within operational processes, and the delivery of secure, resilient services for customers. It also reinforces the importance of leadership in driving a culture of accountability and vigilance across the organisation, where cyber security is understood not only as a technical function, but as a critical enabler of responsible business practice and long-term value creation.

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

Fair Tax® accredited

Risk and resilience

Risk management approach

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

Our climate change risk assessment, documented on the Group's Risk Safe platform, supports this principal risk with a comprehensive set of climate-related IROs. At 31 March 2026, 13 climate-related IROs were identified, one fewer than in FY25, reflecting the deliberate removal of a prior risk relating to changes in customer behaviour resulting in lost opportunities. This removal followed a formal 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. This change demonstrates that our risk framework is live and evolving, risks are added and removed based on evidence, not retained for continuity alone.

All risk data is assessed for impact and likelihood, with the residual score determining one of four risk ratings, from manageable to severe, ensuring a consistent and proportionate approach to risk management across the Group. Each climate-related risk and opportunity has a designated owner responsible for implementing appropriate management strategies, with guidance from the risk and sustainability teams. Account-level climate-related risk information is gathered and managed with customers through account-level risk registers, all accessible on Risk Safe.

The financial implications of material physical and transitional risks are assessed using a traffic-light methodology across different timeframes, with defined thresholds applied to determine materiality and disclosure requirements.

This structured approach ensures that climate risk assessments are anchored to financial planning and decision-making, rather than treated as a stand-alone reporting exercise.

Integration with financial planning and internal controls

Mitie's Climate Transition Plan is embedded within the Group's five-year cash flow forecast model, aligned with strategic, budgeting and business planning cycles, and calibrated to the duration of existing contracts. This ensures that climate-related risks and opportunities are assessed consistently with financial planning, with impacts overlaid onto long-term financial forecasts across short- (1–3 years), medium- (3–10 years) and long-term (10–15 years) time horizons.

ESG considerations are fully embedded within Mitie's internal controls independent testing programme, with the Audit & Risk Committee providing oversight of the design and effectiveness of controls supporting sustainability-related reporting and decision-making. Mitie's control framework is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) model, covering financial, operational and compliance controls, and is supported by the Integrated Management System as the key mechanism for ensuring policies and procedures are consistently followed. In line with the latest UK Corporate Governance Code requirements, Mitie has introduced independently validated testing of internal controls, moving beyond a predominantly self-assessment approach, with a particular focus on IT General Controls and ESG-related data quality.

Task Force on Climate-related Financial Disclosures (TCFD)

Mitie's sustainability statement, detailed in our Annual Report and Accounts 2026 (pages 52–83), details a robust approach to climate-related risk and opportunity management, aligned with the TCFD. The company identifies and assesses material impacts across its value chain, using a structured framework to evaluate both physical and transition risks.

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

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

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

For a detailed overview of our sustainability statement, including specific metrics, governance structures and scenario analyses, please refer to the Annual Report and Accounts 2026.

Four priority climate-related risks and opportunities

Mitie has identified four priority climate-related risks and opportunities that are subject to detailed financial assessment and strategic response planning, developed in collaboration with Marsh. These are assessed across best case, most likely case and worst case scenarios, consistent with the Group's broader financial modelling approach:

1. Extreme weather events (Physical risk: short to medium term) Increased costs linked to climate-related weather events disrupting workforce attendance and productivity. Modelling is based on an assumption of approximately two extreme weather events per year affecting operations, incorporating the Natural Hazards Assessment Network (NATHAN) approach, a global assessment of natural hazard risks and impacts, to calculate the financial repercussions of severe weather incidents on Mitie's asset portfolio. Strategic responses include ISO 22301 business continuity certification, planned preventative maintenance schedules, enhanced health, safety and environment standards and ongoing scenario testing.
2. Increasing summer temperatures (Physical risk: medium to long term) Increased costs resulting from absenteeism and reduced productivity among frontline colleagues. Modelling is based on heat-related sickness costs and productivity impacts across both frontline and back-office populations. Strategic responses include an embedded occupational health strategy, health surveillance, seasonal alert protocols and planned preventative maintenance aligned to seasonal risk profiles.
3. Decarbonising supply chain (Transition risk: short to medium term) Increased costs arising from the purchase of carbon offsets to meet Scope 3 emissions targets. 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. Strategic responses include ongoing supply chain engagement, and designated procurement leads for supplier decarbonisation.
4. Switching from fossil fuels to low-carbon alternatives for fleet operations (Opportunity: medium to long term) Opportunities arising from the transition to EVs, primarily across Technical Services and Business Services. Modelling assumes full fleet electrification by FY35, with leasing expenses rising by approximately 6% per year and charging costs estimated based on average annual mileage. Strategic responses include Mitie's EV-first policy for new vehicle leases and the continued deployment of charging infrastructure across colleagues' homes, Mitie locations and customer sites.

- ● (green) Low impact: minimal material impact on earnings before interest and taxes (EBIT) (<5%)
- ● (amber) Medium impact: significant material impact on EBIT (5–10%)
- ● (red) High impact: critical material impact on EBIT (>10%)

Risk/ opportunity description	Impact	Strategic response	Financial assessment and assumptions	Time horizon	Worst case	Most likely case	Best case
1. Extreme weather events Physical risk 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.	Enhanced health, safety and environment 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	● green	● green	● green
				Medium	● green	● green	● green
				Long	● green	● green	● green
2. Increasing summer temperatures Physical risk 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.	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	● red	● green	● green
				Medium	● red	● green	● green
				Long	● red	● green	● green
3. Decarbonising supply chain Transition risk Short to medium term	Increased costs arising from the purchase of carbon offsets in order to meet emissions targets.	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	● green	● green	● green
				Medium	● amber	● amber	● green
				Long	● red	● green	● green
4. Switching from fossil fuels to low-carbon alternatives for fleet operations Opportunity Medium to long term	Opportunities felt predominately in Mitie operations (Technical Services and Business Services) (UK and overseas). Impacts felt universally across the Group.	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	● green	● green	● green
				Medium	● green	● green	● green
				Long	● green	● green	● green

Material impacts, risks and opportunities and their interaction with strategy and business models

Double Materiality Assessment (DMA): long-term sustainability and resilience

Mitie carried out a 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 Global Reporting Initiative Universal Standards (2021), International Financial Reporting Standards (IFRS) S1 (2023) and European Sustainability Reporting Standards (ESRS) 2 (2023). As part of the process, we gathered insight through structured stakeholder engagement, including interviews and an online StakeholderTALK survey.

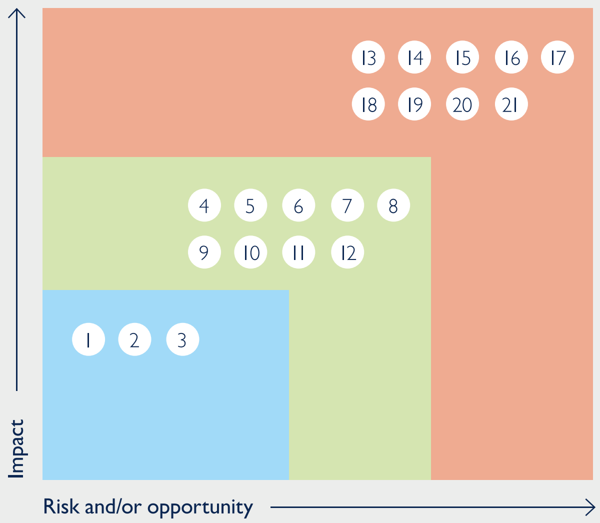
The assessment examined both:

- 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 Sustainability Accounting Standards Board Five-Factor Test (2015), and incorporates guidance from the European Financial Reporting Advisory Group 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 ESRS 2.

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.



1. Water stress, water use, wastewater treatment
2. Climate change policy: customer/investor/response/education
3. Air quality and pollution (local)
4. Operational resources: materials/circular economy, waste and recycling
5. Biodiversity loss (local and regional soils, forest/woodland, aquatic)
6. Anti-discrimination in employee lifecycle (ED&I)
7. Responsible procurement and supplier risk
8. Human rights across the value chain
9. Public policy advocacy
10. Adaptation to natural weather viability/climate change
11. Energy transition: positive and negative environmental risk
12. Energy transition: social risk, positive and negative
13. Occupational health and safety (personal and process)
14. Colleague: fair employment
15. Colleague learning and development, future skills and apprenticeships
16. Corporate governance, transparency and integrity
17. Operational energy management: energy efficiency, energy security
18. GHG emissions: decarbonisation of operations, credible carbon management
19. Colleague wellbeing (mental and physical health)
20. Local community impact
21. Products and services: enabling environmental improvements (energy efficiency, pollution, water use, waste)

Outcome

The DMA identified the most significant sustainability-related impacts, risks and opportunities. Based on this assessment, ESRS E1 (Climate Change), ESRS S1 (Own Workforce) and ESRS G1 (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	ESRS material topics identified by the DMA	Link to UN SDGs
E1 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
S1 Own Workforce	**S** Occupational health and safety (personal and process)	2, 3, 6, 8
	S Colleague: 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
G1 Business Conduct	**G** Corporate governance, transparency and integrity	16, 17

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

Data-driven risk management: KRI framework

Mitie has implemented a Group-wide Key Risk Indicator (KRI) framework to enhance visibility of risk exposure and enable more data-driven decision-making. Traditional risk reporting can be subjective and retrospective, limiting the ability to detect emerging trends. To address this, KRIs have been assigned to all principal risks, supported by structured data collection and integration into risk systems. This allows for a more consistent and transparent view of risk performance, linked directly to business activity.

The framework has enabled a more dynamic understanding of the Group's risk profile, improved early identification of emerging issues and strengthened reporting to senior leadership and the Board. It also enhances the linkage between risk management and operational performance, ensuring that risk insight drives action, not just governance compliance.

Risk and Resilience Week

Risk and Resilience Week is a key annual initiative designed to strengthen awareness, capability and ownership of risk across Mitie. Embedding a consistent risk culture across a large and diverse organisation requires sustained engagement, and this programme provides a focused opportunity to reinforce expectations across every level of the business.

The initiative delivers a coordinated programme of communications, workshops and leadership engagement, supported by themed daily content and interactive sessions. It also incorporates the annual Risk Maturity Assessment, enabling the business to gather structured insight on its strengths and areas for improvement. In FY26, the outputs of the assessment informed the integration of climate-related responses into the Enterprise Risk Management framework and will guide the refinement of climate-related KRIs and mitigation actions in the FY27 cycle.

This approach has increased engagement with risk management across the organisation, strengthened accountability at all levels and reinforced a culture of proactive risk identification and escalation, supporting overall resilience.

Scenario analysis: Strengthening our understanding of climate-related risk

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

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. Scenario variation is applied through the scaling of core modelling inputs, including frequency, severity and cost assumptions, ensuring consistency in underlying methodology while enabling assessment of a realistic range of outcomes.

Transition risk: Marsh collaboration

Mitie partnered with Marsh to strengthen its approach to identifying and managing climate-related transition risks – those linked to the shift to a low-carbon economy. As regulatory expectations increased, Mitie recognised the need to better identify exposures and embed them into decision-making and disclosures. Through targeted workshops and ongoing analysis, key transition risks were identified and prioritised, with a structured framework established to assess impacts across the organisation.

This work has improved alignment between risk management and ESG reporting, supported the development of climate-related disclosures, and strengthened cross-functional collaboration between the Risk and Sustainability teams. It has also deepened organisational understanding of how climate transition risks, including evolving regulation, carbon pricing and changing market dynamics, may affect operations, supply chain and financial performance. The outputs have been incorporated into the FY26 risk maturity assessment and will inform enhanced scenario analysis, climate risk indicators and CSRD-aligned reporting controls for FY27.

Physical risk: Flood risk assessment and monitoring

Mitie undertook a portfolio-wide flood risk assessment in FY26 to improve understanding of physical climate risk exposure across its estate, covering both Mitie and Marlowe sites following the August 2025 acquisition. Prior to this work, visibility of physical risk across the enlarged estate was limited, making it difficult to prioritise mitigation effectively.

Building on the original Marsh physical risk assessment conducted in FY23, which covered 500 sites, identified flooding as the most significant hazard and conducted a deeper review of 95 high-value locations highlighting sea-level rise as a key concern, the FY26 programme assessed flood risk using the NATHAN natural hazard methodology and evaluated the use of forecasting and sensor technology to support early warning and proactive disruption management.

As a result, Mitie has strengthened its ability to identify vulnerable locations, prioritise mitigation measures and improve operational resilience. The outputs have also supported the development of more robust climate-related disclosures and a clearer narrative on physical risk management.

The climate modelling framework covers three time horizons:

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

These 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 to capture the full lifecycle of key assets, contracts and strategic decisions.

If you are interested in learning about our Enterprise Risk Management framework, please refer to pages 84 to 95 of the 2026 Annual Report and Accounts.

Climate-related policy engagement

Over the past financial year, Mitie has continued to regularly engage with both the government and the opposition on issues relating to the environment, most prominently on the decarbonisation of the UK's workplaces and the skills and policies needed to support this transition. This has been through a range of activities such as convening debates with like-minded organisations to talk about sustainable estates and retrofit barriers, and through to one-on-one meetings with political stakeholders and select committee representatives.

A particular focus this year has been on heat electrification, electricity costs and market reform. We held meetings with policymakers and industry stakeholders to discuss the role of heat electrification in the UK's Net Zero transition, and the impact of electricity costs on business investment decisions. These discussions confirmed a new parliamentary select committee inquiry into electricity market reform, which Mitie will contribute to as part of our ongoing government engagement, drawing on our in-house decarbonisation expertise and our experience supporting customers through their own energy transitions.

Other topics discussed with government and opposition stakeholders have included the detrimental impact of building safety and fire regulations on green and living wall installations, and the decarbonisation of commercial fleets in support of industry-wide electric vehicle coalitions.

We have also continued to formally engage with the government on how the UK can achieve Net Zero more broadly, including through consultation responses on Scope 3 reporting requirements, based on our perspective as a business that reports its own Scope 3 emissions, as well as our work supporting customers with their own Scope 3 reporting. Our engagement continues to highlight that accounting for and quantifying emissions across the supply chain is critical to developing a clearer pathway to Net Zero for UK businesses.

We will continue to engage on topics important to our business and our customers, such as electricity market reform, heat electrification and decarbonisation, with the relevant government departments, select committees and opposition spokespeople.

Climate resilience in action

Partnering with Previsico for advanced flood intelligence

Flooding is the UK's most significant physical climate risk, and one that is growing. With flood costs expected to increase by more than 500% by 2050 and the average cost of a flood incident standing at approximately £132,000, the threat to facilities, operations and business continuity is substantial. Surface water flooding alone, the type least covered by traditional Environment Agency warnings, accounts for more than half of all flood events, yet existing tools frequently lack the property-level detail that facilities teams need to act in time.

As Mitie's estate has grown, so too has our exposure. A portfolio-wide flood risk assessment conducted in FY26 identified that, across 138 assessed assets, 80% were at risk from surface water flooding and 17% were classified as high risk. With flooding formally identified as one of Mitie's four priority climate-related risks, and with our Climate Transition Plan embedded into our five-year financial planning framework, we recognised the need to go beyond assessment and move into active, predictive resilience.

The solution

In FY26, Mitie partnered with Previsico, a specialist flood intelligence provider, to pilot advanced flood forecasting and live monitoring technology across a selection of high-risk sites, including HMP Millsike and locations in Birmingham and Rutherglen. Previsico's platform provides property-level flood forecasts up to 48 hours in advance, operating at a 25x25 metre resolution and drawing on a combination of weather forecasting, Light Detection and Ranging (LiDAR) elevation data, satellite imagery, land cover mapping, and drainage and geology data. This level of granularity addresses a critical gap in traditional flood warning systems, which typically cover only broad geographical areas and miss the surface water flood events that make up the majority of incidents.

Sensors were installed by Previsico at key vulnerable points across each site, including car park drainage gullies, building entrances and outfall locations, providing millimetre-accurate, real-time water level monitoring around the clock. Each sensor feeds into a single shared operational dashboard, integrating live sensor data with forward-looking flood forecasts, automated alerts and full incident visibility. The service is fully managed by Previsico, including installation, ongoing maintenance and 24/7 technical monitoring.

What this means in practice

At HMP Millsike near York, sensors were installed at the car park and the site outfall, with alert thresholds calibrated to the specific characteristics of each location. Since installation, the forecasting dashboard has generated minor flood alerts at the site, an early indication that the system is detecting and communicating risk at exactly the level it was designed to. On each occasion, conditions were monitored and assessed in real time, and the situation did not escalate to a point where physical intervention was required. This is, in itself, a meaningful outcome: the value of early warning is not only in the actions it triggers, but in the informed decisions it enables, including the decision that no action is yet needed.

At Sunbeam House in Chesterfield and our Rutherglen office in Glasgow, sensors were placed at building entrances, rear access points and drainage infrastructure, with Expected Flooding thresholds set to trigger alerts at the earliest detection of water, giving facilities teams the time and information needed to act before damage occurs.

The platform enables Mitie to:

- Receive automated alerts up to 48 hours before a flood event, giving teams time to implement protective measures and mobilise resources
- Monitor conditions in real time across multiple sites from a single dashboard
- Understand which specific areas of a site are most at risk and at what water levels action is required
- Build a historical record of flood events to inform future resilience planning and maintenance scheduling

The benefits

Operational resilience – Early warning and live monitoring means facilities teams can respond to emerging flood risk before disruption occurs, protecting both assets and continuity of service for clients.

Financial protection – With the average flood incident costing £132,000 and Previsico's technology demonstrated to enable mitigation of up to 70% of flood-related losses, the return on investment case is compelling.

Climate risk management – The pilot directly supports Mitie's approach to managing physical climate risks under our Enterprise Risk Management framework, contributing to our TCFD-aligned disclosures and strengthening the evidence base for our climate scenario analysis.

Supporting clients – The capability developed through this pilot is directly transferable to customer sites. Facilities managers responsible for complex, high-value or operationally critical sites can benefit from the same property-level flood intelligence, helping them manage climate-related risks to their assets and meet their own reporting and resilience obligations.

ESG and reporting – Flood risk data captured through the programme feeds into Mitie's broader climate-related reporting, supporting more robust and evidenced TCFD and CSRD-aligned disclosures.

Looking ahead

The Previsico pilot marks an important step in Mitie's journey towards proactive, data-driven climate adaptation. As extreme weather events become more frequent and the financial consequences of inaction grow, the ability to forecast, monitor and respond to flood risk at a property level is fast becoming a baseline expectation, not a premium add-on.

Mitie is now exploring how this capability can be scaled across the wider estate and offered as part of our climate resilience services for customers. For organisations managing large, geographically dispersed facilities portfolios, the combination of predictive intelligence, live monitoring and expert support that Previsico provides represents a tangible and measurable step forward in climate adaptation.

To find out more about how Mitie can support your organisation's flood resilience and climate adaptation strategy, please contact your account manager or visit mitie.com

> Previsico is proud to be partnering with Mitie to bring predictive, property-level flood intelligence to their estate. As climate-related flood risk continues to grow, we're delighted to be supporting Mitie in protecting their assets and operations and helping them build the kind of proactive resilience that sets a real benchmark for the industry.
>
> **Anna Carslaw**
> Business Development Manager, Previsico

500%
increase in floods costs expected by 2050

24/7
technical monitoring from Previsico

70%
mitigation of flood-related loses

Assessing physical climate risk

Our Climate Change Risk Assessment service

Physical climate risk continues to climb the global risk agenda. The World Economic Forum consistently ranks extreme weather and other climate-related hazards among the most significant risks the world faces over the next decade, and organisations are placing greater emphasis on understanding how a changing climate could affect their assets, operations, and long-term investment decisions.

In FY26, Mitie launched its Climate Change Risk Assessment (CCRA) service to help customers build that understanding and strengthen operational resilience. Combining our partnership with climate risk analytics specialist Climate X, Mitie's asset-level real estate data, and the expertise of our sustainability and engineering consultants, the service delivers detailed, forward-looking assessments of physical climate hazards, translated into financial impact analysis and scenario-based insight across a customer's estate.

The outputs feed directly into investment planning, helping customers prioritise sites for further appraisal and Royal Institute of British Architects Stage 2 development work. By connecting climate risk intelligence to asset strategy and capital planning, the CCRA service helps customers move beyond compliance-focused reporting towards more informed, data-driven resilience and decarbonisation decisions, supporting long-term asset performance and value.

See our CCRA brochure for more information or speak to your account manager.

View the brochure
tinyurl.com/YMC3NUDK

Advancing climate risk governance under the Climate Transition Plan

Following the publication of Mitie's Climate Transition Plan in 2024, the Group Risk and Sustainability teams have continued to strengthen the organisation's approach to climate risk management. In FY25, this included a structured workshop delivered in collaboration with Marsh at the TSOC in Manchester, focusing on the identification and assessment of climate-related transition risks.

Marsh, a leading global risk advisor, provided expertise in climate risk modelling and scenario analysis, supporting Mitie in aligning its approach with recognised best practice and evolving regulatory expectations. Their input ensured a robust, data-informed assessment of transition risks and associated financial and operational implications.

These risks arise from the shift to a low-carbon economy and include evolving regulatory requirements, market dynamics and changing stakeholder expectations. The workshop forms part of Mitie's ongoing governance framework for climate-related risk, supporting the identification, prioritisation and management of material risks in line with its Climate Transition Plan.

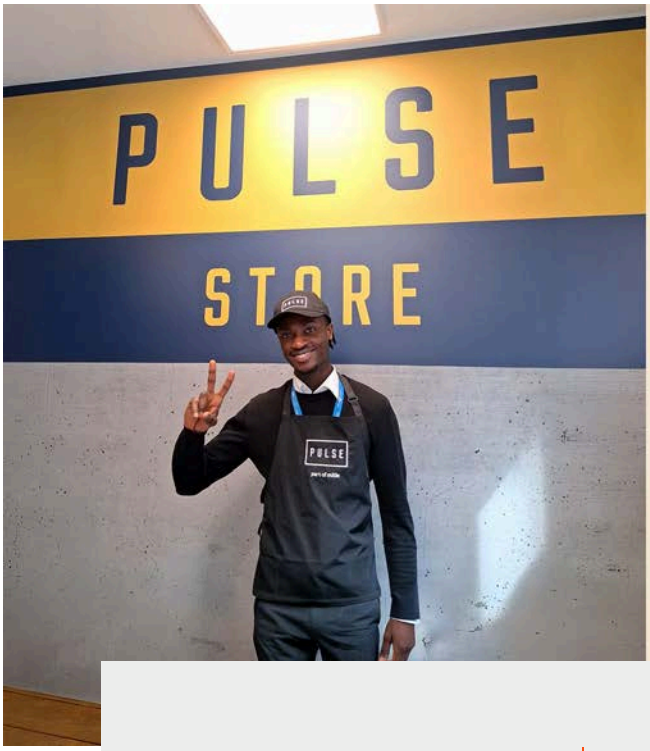
The session enabled the development of a defined shortlist of priority transition risks, aligned to Mitie's Enterprise Risk Management approach. Work is now underway across the business to ensure that appropriate controls and mitigation measures are in place, supporting the resilience of operations, supply chain and financial performance, while progressing delivery against Plan Zero and wider decarbonisation commitments.

Outputs from this exercise will inform Mitie's FY26 climate-related disclosures, ensuring continued alignment with emerging regulatory requirements and recognised best practice in climate risk reporting, including TCFD aligned frameworks. This reflects Mitie's commitment to maintaining a robust, transparent and forward-looking approach to climate risk governance as the transition to a low-carbon economy accelerates.

Innovation

Innovation is at the heart of how Mitie delivers value for our people, customers and communities. From reimagining retail spaces in healthcare settings to embedding sustainable technology in high-footfall aviation environments, we're using data, AI and smart building intelligence to transform how facilities perform, adapt and support the people who use them. This section highlights how our innovation strategy is shaping the future of facilities management, and the leadership driving it forward.

In this section



Innovation

Creating inclusive, sustainable retail environments with PULSE

Mitie launched PULSE, a digital-first retail and catering concept designed specifically for healthcare environments, transforming hospital retail spaces into inclusive, community-focused destinations that support wellbeing, sustainability and affordability. Delivered at King George Hospital, the integrated model combined a café, retail space and PULSE Kitchen with a mobile app, enhancing accessibility, reducing wait times and improving service efficiency through data-led insight and real-time ordering.

Sustainability and social value were embedded across the offer. Partnerships with organisations addressing global poverty and homelessness, alongside low-impact packaging integrated into on-site waste systems, supported circular economy outcomes. Health-focused menus aligned to NHS standards incorporated carbon data and behavioural nudges to encourage more sustainable choices. Operational technology improved performance visibility and engagement, while an accessible pricing strategy ensured affordability for staff, patients and visitors. The result is a scalable, digitally enabled retail solution that improves user experience, strengthens community impact and delivers measurable environmental and operational benefits across healthcare estates.

Innovation

Transforming aviation services: Integrating sustainability, innovation and skills

Mitie strengthened its long-standing partnership with Manchester Airports Group (MAG) through a multi-million-pound contract extension, reinforcing its role as a strategic delivery partner within one of the UK's most complex aviation environments. Supporting over 30 million passengers each year, the contract delivered integrated engineering, decarbonisation, cleaning and hygiene services, aligned to MAG's ambition to achieve Net Zero by 2038 while maintaining safe and efficient operations.

Sustainability was embedded into frontline delivery through targeted innovation. Autonomous robotic cleaning units deployed within Terminal 2 delivered 181 hours of operation within the first six weeks, covering 155,280m² and achieving 98.71% total area coverage. The technology operates without chemical use and incorporates water recycling systems, significantly reducing both chemical consumption and reliance on fresh water. Trials of Dryft micro-scrubber technology delivered a further ~30% reduction in water usage while improving hygiene outcomes, removing the need to reuse contaminated water and reducing slip risk.

Resource optimisation was strengthened through improved consumables management, with a standardised distribution model reducing overuse of materials such as cloths and mop heads while improving accountability. Circularity was enhanced through recycling initiatives for cleaning materials, diverting waste from general streams and ensuring lifecycle management through dedicated recovery channels.

Operational decarbonisation was further supported through the introduction of electric vehicles and low-emission equipment, reducing on-site emissions. Data-led platforms enabled real-time monitoring of performance, asset condition and health and safety, improving responsiveness and driving continuous improvement across operations.

Investment in people remained central to delivery. A new Training Centre of Excellence, developed with MAG, enhanced skills, consistency and performance across a 350-strong workforce, supporting long-term capability and resilience in a high-footfall environment. The approach also improved colleague wellbeing, with ergonomic technologies reducing physical strain while maintaining productivity.

Engineering expertise continued to underpin critical infrastructure performance, maintaining essential systems including heating, ventilation and air conditioning, fire safety and public address infrastructure. This ensured alignment between sustainability initiatives and operational continuity, supporting both environmental performance and passenger experience.

Together, these initiatives demonstrate how Mitie integrates sustainability, innovation and workforce development into a single delivery model. By combining measurable environmental improvements with operational excellence, the partnership delivers scalable, low-carbon solutions in complex, high-profile environments.

AI

Charting the evolving role of AI in facilities cyber security

As AI becomes more deeply embedded in facilities management, security now works both ways: protecting operations through AI, and protecting the AI itself.

As 'customer zero', Mitie trials all new technologies internally before they become part of our client offering, and AI is no exception. Within our Security Operations Centre, AI is used extensively for predictive analysis and to keep our systems updated with the latest threat intelligence. As facilities estates grow more connected, combining IT, Operational Technology and Internet of Things across multiple sites, this capability becomes increasingly essential.

AI helps reduce the burden of data overload, correlating vast volumes of activity logs to identify patterns that might otherwise go unnoticed, from unusual login behaviour to bot activity. Generative AI adds a further layer of capability, using natural language processing to summarise large volumes of threat intelligence, helping analysts spot risks faster and respond with greater precision.

By automating routine monitoring and surfacing the right insights, AI frees our security teams to focus on high-value investigation, judgement and decision-making, rather than manual, time-consuming tasks.

Security of the technology itself is equally important. We build on secure foundations provided by partners including Microsoft, IBM and Amazon Web Services (AWS), layering our own facilities-specific frameworks on top, including a defence-in-depth approach across networks, applications and devices, a zero-trust network design, and strict data access permissions.

Ultimately, human oversight remains central to how we apply AI. It supports and accelerates decision-making, but people retain the final say, ensuring the right balance of technology and human expertise as security threats continue to evolve.

View Redefining the future of FM with AI tinyurl.com/JXDZDTK2

Cijo Joseph named one of the UK's top tech leaders

Cijo Joseph, Mitie's Chief Technology & Digital Officer, has been recognised as one of the UK's most influential figures in technology, reflecting the strength of innovation leadership driving Mitie's digital transformation.

Cijo was ranked #22 in Computing.com's IT Leaders 100 for 2025 and shortlisted for Computer Weekly's Top 50 Most Influential People in UK IT, accolades that recognise individuals shaping the future of the technology sector.

His influence was further recognised at the Gartner IT Leaders event, where he delivered one of the highest-rated keynotes of the conference, scoring 4.88 out of 5 for both content and delivery. Attendees praised his ability to combine clarity, humour and practical insight, describing him as "the human face" of shared industry challenges, paired with actionable guidance on driving change.

This latest recognition sits alongside Cijo's CIO 100 award from last year, with this year's list due to be revealed in September.

These achievements reflect the calibre of leadership guiding Mitie's technology and innovation strategy, and the role that clear, authentic communication plays in translating complex digital ambition into tangible business outcomes.

> Cijo is a dynamic, astute and forward-thinking leader. Through his great ability to communicate and thought leadership, he has translated complex ideas and delivered tangible strategic results. It is through Cijo's drive and ambition with technology that we continue to propel Mitie forward to Facilities Transformation.
>
> **Hitesh Chavda**
> Chief Information Officer

Play the cyber security video
tinyurl.com/YZVV9NHU

Take the vital step from smart buildings to intelligent portfolios

The role of the built environment is fundamentally changing. Organisations must navigate shifting regulations, rapid technological change and rising expectations of how buildings support people and experience, and the market reflects this shift, with the global smart building sector valued at $103bn in 2024 and projected to reach $828bn by 2034.

Mitie's white paper, From Smart Buildings to Intelligent Portfolios, sets out our perspective on this evolution, the move from isolated smart systems to fully integrated, intelligent portfolios. The paper identifies three key outcomes that intelligent buildings deliver:

- Sustainability and Net Zero – real-time data and automation reduce energy use and emissions while integrating renewables and demand flexibility, enabling portfolio-level decarbonisation.
- Resilience and asset performance – predictive analytics and proactive controls extend asset life, minimise downtime and strengthen compliance, while integrated physical and digital security protects continuity.
- Occupant experience and wellbeing – adaptive systems optimise air quality, comfort and safety, creating responsive environments that support health, trust and collaboration.

The paper also explores how this transformation is underpinned by a 'digital backbone' of data acquisition, data intelligence and user interface design, and outlines a lifecycle approach, from design and construction, through operations and maintenance, to renewal and repurposing, for embedding intelligence at every stage.

Crucially, the shift from smart buildings to intelligent portfolios isn't just a technological leap, it's a strategic one, requiring collaboration between landlords, occupiers, service partners and local authorities to unlock value at scale.

View the white paper
tinyurl.com/3MWDCNBA

Data

This ESG Data section should be read in conjunction with the sustainability statement in Mitie's Annual Report and Accounts 2026 (pages 52–83), which provides comprehensive CSRD-aligned disclosures covering E1 Climate Change, S1 Own Workforce and G1 Business Conduct.

The sustainability statement details Mitie's full environmental performance, climate targets, scenario analysis and governance approach in accordance with the European Sustainability Reporting Standards (ESRS).

To access the full sustainability statement, visit the Mitie Investor Relations website at www.mitie.com/investors

In this section

View the Annual Report 2026
tinyurl.com/3ZVRB82R

Targets related to climate change mitigation and adaptation

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, enabling 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

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.

Intensity target tCO_2e/£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 and are used as a supplementary mitigation measure alongside operational decarbonisation.

Re-baselining of the 2030 Scope 3 target

The 2030 Scope 3 reduction target has been updated from the previously reported 80% reduction ambition. Since that time, Mitie has experienced significant organic growth and material mergers and acquisitions activity, including the acquisition of Marlowe, fundamentally increasing the scale and composition of the Group. 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.

FY26 new baseline carbon metrics (tCO_2e)

Mitie carbon metrics (tCO_2e)	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**

Science-based target validation and progress

Science-based target validation

Mitie has validated near-term, long-term and Net Zero science-based targets using the SBTi calculation methodology (version 5). Our near-term, long-term and Net Zero targets align with the goals of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels.

Following the Marlowe acquisition and significant growth, Mitie will submit a revised pathway to the SBTi aligned to the FY26 baseline and consistent with its decarbonisation pathway through to FY31, maintaining alignment with a 1.5°C pathway.

Historic validated science-based targets (FY22 baseline)

The table below presents Mitie's previously adopted validated targets under the SBTi, aligned to a 1.5°C pathway, for reference and comparability.

Validated science-based targets (FY22 baseline) (tCO_2e)	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**

Progress against our science-based targets

Near-termTarget	Progress
Reduce absolute Scope 1 and 2 GHG emissions by 29.4% by FY27, from a FY22 base year.	We reported 8,399 tonnes in FY26 (59% reduction on baseline year).
Continue to annually source 100% renewable electricity through to FY27.	Mitie sources 100% renewable electricity for sites where we control the energy procurement. As we transition our fleet to EVs, the consumption of electricity is increasing, and our Scope 2 EV charging consumption has been mitigated using REGO certificates in FY26 (100% of target achieved).
Reduce absolute Scope 3 GHG emissions from fuel and energy-related activities, waste generated in operations, business travel and colleague employee commuting by 25.2% by FY27, from a FY22 base year.	We reported 58,950 tonnes in FY26 (9% reduction on baseline year).
60% of our suppliers (by spend), covering purchased goods and services, upstream transportation and distribution, will have committed to a science-based target methodology by FY27.	We reported 24% of suppliers in FY26, a further 7% increase on FY25.

Long-term Target	Progress
Reduce absolute Scope 1, 2 and 3 GHG emissions by 90% by FY46, from a FY22 base year.	We reported 254,180 tonnes in FY26 (28% reduction).

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

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

Energy consumption and mix

Mitie environmental data

The table below provides further details on Mitie's UK environmental performance on a like-for-like basis, excluding acquisitions completed in FY26.

	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%	7pp	12

Marlowe environmental data

Marlowe was acquired on 4 August 2025. The table below presents Marlowe's FY26 environmental data, prepared in alignment with Mitie's Group reporting methodology.

	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%

GHG reporting methodology statement for FY26

Reporting period

Emissions are reported against the accounting year covering the period 1 April 2025 to 31 March 2026, applying a financial control boundary. Following significant growth and acquisitions, FY26 now represents the Group's refreshed operational baseline.

Reporting boundary

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

Greenhouse gases

All GHG emissions are reported in tonnes of carbon dioxide equivalent (tCO_2e) to account for all six of the Kyoto Protocol GHGs.

Emissions factors

Mitie has applied the UK Government's GHG reporting conversion factors for 2025.

Exclusions

Mitie does not report fugitive emissions (refrigerant leakage) from refrigeration and air-conditioning systems in leased properties or fleet. Given the scale and types of emission sources, fugitive emissions are considered immaterial.

Verified emissions reduction (VER) carbon credits

For FY26, Mitie purchased 6,778 VER carbon credits to offset residual Scope 1 emissions, which were retired against FY26 carbon emissions. Carbon credits are not incorporated into emissions-intensity targets or gross emissions baselines.

FY26 carbon credits:

- 3,300 t: Vichada Climate Reforestation Project (PAZ) – GOLD STANDARD
- 2,000 t: Solar Energy Projects by SB Energy Private Limited – VERRA
- 1,478 t: Additional verified carbon reduction projects

Data sources

Scope 1 and 2	
Gas and electricity consumption	Information is populated from automatic meter readings (AMRs), invoiced data, service charge data and estimates. AMR data has priority, followed by supplier or service charge data. If none of this is available, then an estimate will be generated based on all data for other sites. This is used to calculate an average kWh/m^2 for the Mitie estate, and the estimate is this average multiplied by the floor area for the site in question. For sites where, in addition to a direct supply, there is also a service charge for energy use within the communal areas, the figures are added together. For sites where invoiced data is only available for a partial period, the data has been apportioned based on the average kWh/day for each site, based on the billing data that is held. Unless advised otherwise by property, sites are assumed to have all supplies in place. This information is taken from the Mitie Property Master Site List, which is updated in real time. Data is obtained from the data collector for Half-Hourly/Automated Reading data, the SR180 export from Optima for invoiced data and directly from the landlords for service charge data. Where leased building utility data is unavailable, estimations are made using an anticipated energy use per square metre. This is calculated using a combination of half-hourly meter readings and actual billing data received across the estate. For sites where invoice data is only available for a partial period, the available data is apportioned using an average kWh/day figure based on known utility data from other sites.
Company vehicles	Data is provided by Mitie's fuel card provider, and users then submit their monthly business and personal mileage via our Fleet Data Platform. As personal mileage must not be included within the report, we have undertaken a check of the data, comparing total business miles and total personal miles, and agreeing that the percentage split is 77% of consumption for business purposes. Within the raw data sets is the 100% figure, and this split is then calculated within the Consumption and Environmental tabs. This ensures that the raw data within the report matches the files received from the Fleet team.

Data sources continued

Scope 3	
Purchased goods and services	Supplier spend data is based on paid invoices for FY25 and the primary Coupa (Digital Supplier Platform) categories were used to determine the supplier's principal activity. Suppliers representing 60% of overall category spend falling into Scope 3 were identified and a hybrid approach using analysis of publicly available data (revenue and carbon) in conjunction with the EEIO spend-based model was used to calculate emissions through applying Mitie's spend with each supplier as a percentage of its turnover. Publicly reported data was collected and sourced from Companies House (a UK Government website) and/or the supplier's own website. The Scope 3 emissions figures for this 60% of category spend are extrapolated to 100% to provide the final reported figure.
Upstream transportation and distribution	Emissions calculated for the delivery and transportation of goods to Mitie-run facilities, including our own estate and customer contract premises.
Fuel- and energy-related activities	Scope 1 and 2 data is used and Department for Environment, Food and Rural Affairs (Defra) emissions factors for Scope 3 are then applied. Landlord recharge data is calculated from service charge bills or estimated from an anticipated energy use per square metre. This is calculated using actual billing data received.
Waste	Waste data is collated by our waste management provider. This data is obtained from a detailed set of scenarios to ensure that we capture not only the material that Mitie Waste and Environment (MWE) collects but also more detailed information on landlord sites. The data we have is therefore split into four scenarios: 1. Sites where MWE provides all the services (general waste, dry mixed recycling, confidential paper and food) and we therefore have a complete picture of the waste types/volumes and headcount. This data is used as the basis for the other scenarios as it shows all waste streams, and we can then apportion the waste stream by type by headcount. This can then be used for landlord sites. 2. Sites where MWE provides some of the services and some are provided by the landlord. For example, we provide confidential paper, but the landlord provides general waste, dry mixed recycling and food. For these sites we use the actual data from the services we provide and then we apportion the services we do not cover based on the kg/person we have for the sites in scenario 1. 3. Sites where all the services are provided by the landlord, but we know which waste streams they collect. The data for these sites is based on the headcount for those buildings and the data from scenario 1 so we apportion based on this (similar to scenario 2). 4. Sites where all the services are provided by the landlord, but we do not know which waste streams they collect. For this set of sites, we use a general waste figure only and report this as landfill. There has been communication with all landlords for new sites to ascertain what services are provided and if the waste is landfill or energy from waste. After this has been provided, we will then be able to move these sites into scenario 3.
Water	Utility bills are verified through our internal bureau service within Mitie Energy. Any billing data is cross-referenced against meter-read data where available. Service charge bills are used for buildings where the landlord recharges utilities.
Business travel	Business travel (air, rail and hotel stays) is provided by our corporate travel provider in a report from its dashboard.

Estimations

Where actual leased building utility data is not available, estimates are applied using an energy-intensity metric based on kWh per square metre. This is derived from a combination of half-hourly meter data and verified billing information across comparable sites within our estate. Where invoice data covers only part of a reporting period, consumption is extrapolated using an average kWh per day, informed by known usage patterns from similar locations.

Waste data is estimated using a standardised 'waste per desk' approach, derived from measured data across representative sites. As part of our continued alignment to CSRD and audit-ready disclosures, we have strengthened our estimation methodologies in FY26 through enhanced data validation, improved documentation of assumptions and closer integration with internal controls. This provides greater consistency, transparency and repeatability across our reported metrics.

FY26 position

Mitie continues to recognise the climate emergency as a critical strategic issue, requiring sustained action across our operations and value chain. FY26 marks a transition point in our Plan Zero initiative, building on the successful delivery of Phase One and moving into the next stage of decarbonisation, with a strengthened focus on Scope 3 emissions and whole-system value chain reduction.

Our approach continues to focus on three core priorities: eliminating carbon emissions from energy and transport; reducing and managing waste sustainably; and improving the efficiency and environmental performance of buildings. These priorities remain embedded within operational delivery and customer solutions, ensuring alignment between environmental performance and commercial strategy.

For Scope 1 and 2 emissions, we have effectively achieved a near Net Zero position for our own operations, driven primarily by the continued electrification of our fleet and the elimination of fossil fuel use. Fleet transition remains a key lever, with ongoing increases in electric vehicle adoption further reducing direct emissions, while associated electricity consumption has increased in line with this transition.

For Scope 3 emissions, our focus has shifted towards improving data quality, transparency and supplier engagement, alongside targeted interventions to reduce emissions across our value chain. Improvements in data accuracy and methodology have supported clearer identification of emission drivers and opportunities for reduction, forming the basis of our Plan Zero 2.0 trajectory towards Net Zero by 2035.

Gross Scopes 1, 2, 3 and total GHG emissions

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 GHG emissions are expressed in tonnes of carbon dioxide equivalent (tCO_2e), 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 tCO_2e 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 – Mitie Group carbon emissions breakdown

	Annual total (tCO_2e)	%
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.

FY26 – Mitie Group carbon emissions by country

Location	Carbon emissions tCO_2e	% of total
Mitie (UK)	261,790	98.87
Ireland	590	0.22
Spain	2,121	0.80
Defence contracts	273	0.10
Total	264,773	100.00

Scope of emissions

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

Process – Mitie Group – Absolute GHG 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 GHG emissions, obtaining reasonable assurance over Scopes 1 and 2 and limited assurance over Scope 3, in accordance with ISO 14064-3:2018.

The table below presents Mitie-only absolute GHG 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.

Mitie Group absolute emissions

	Emissions	FY24	FY25	FY26	Change	Change %
UK only	**Total Scope 1 (tCO_2e)**	**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 (tCO_2e)**	**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 & overseas	**Total Scope 1 (tCO_2e)**	**19,138**	**16,841**	**15,177**	**(1,664)**	**(10)**
UK only	**Total Scope 2 (tCO_2e)**	**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 (tCO_2e)**	**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 & overseas	**Total Scope 2 (tCO_2e)**	**2,233**	**3,289**	**3,815**	**526**	**16**

Mitie Group absolute emissions continued

	Emissions	FY24	FY25	FY26	Change	Change %
UK only	**Total Scope 3 (tCO_2e)**	**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 (tCO_2e)**	**4,668**	**54**	**57**	**3**	**6**
	Mitie-generated Scope 3	4,668	54	57	3	6
UK & overseas	**Total Scope 3 (tCO_2e)**	**273,336**	**254,355**	**245,781**	**(8,574)**	**(3)**
UK only	**Total Scope 1 and 2 (location-based)**	20,493	18,171	16,655	(1,516)	(8)
	Total Scope 1 and 2 (market-based)	20,063	14,886	12,870	(2,016)	(14)
Overseas	**Total Scope 1 and 2 (location-based)**	878	1,959	2,337	378	19
	Total Scope 1 and 2 (market-based)	878	1,955	2,307	352	18
UK & overseas	**Total Scope 1 and 2 (location-based)**	**21,371**	**20,130**	**18,992**	**(1,138)**	**(6)**
	Total Scope 1 and 2 (market-based)	**20,941**	**16,841**	**15,177**	**(1,664)**	**(10)**
	Purchased verified emissions reduction (VSR) carbon credits	**(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 & overseas	**Total Scope 1, 2 and 3 (tCO_2e)**	**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 & overseas	**Total Scope 1, 2 and 3 (tCO_2e) (inc. verified emissions reduction carbon credits – location-based)**	**290,207**	**270,419**	**257,995**	**(12,424)**	**(5)**
UK & overseas	**Total Scope 1, 2 and 3 (tCO_2e) (inc. verified emissions reduction carbon credits – market-based)**	**289,777**	**267,130**	**254,180**	**(12,950)**	**(5)**
	Intensity – emissions ratio					
UK only	tCO_2e/£m revenue (Scope 1 and 2)	4.55	3.75	3.29	(0)	(12)
UK and overseas	tCO_2e/£m revenue (Scope 1 and 2)	4.75	3.96	3.51	(0)	(11)
UK and overseas (including VER)	tCO_2e/£m revenue (Scope 1 and 2)	3.75	3.16	2.26	(1)	(28)
UK and overseas	tCO_2e/£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 GHG emissions (FY26)

Marlowe GHG 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.

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.

Marlowe absolute emissions

	Emissions	FY26
UK only	**Total Scope 1 (tCO_2e)**	**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 (tCO_2e)**	**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 (tCO_2e)**	**53,214**
	Marlowe-generated Scope 3	5,815
	Supply chain emissions	47,399
UK only	**Total Scope 1 and 2 location-based (tCO_2e)**	**11,126**
	Total Scope 1 and 2 market-based (tCO_2e)	**11,393**
UK only	**Total Scope 1, 2 and 3 (tCO_2e)**	**64,340**
UK only	**Total Scope 1, 2 and 3 location-based (tCO_2e)**	**64,340**
UK only	**Total Scope 1, 2 and 3 market-based (tCO_2e)**	**64,607**
	Intensity – emissions ratio	
UK only	tCO_2e/£m revenue (Scope 1 and 2) location-based	53.51
UK only	tCO_2e/£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 tCO_2 (location-based) and 43,071 tCO_2 (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 GHG 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.

Mitie Group (including Marlowe) – Absolute GHG emissions

Emissions	FY26 baseline
Total Scope 1 (tCO_2e)	26,073
Total Scope 2 (tCO_2e)	4,045
Location-based[1]	4,045
Market-based[2]	497
Total Scope 1 and 2 location-based (tCO_2e)	30,118
Total Scope 1 and 2 market-based (tCO_2e)	26,570
Total Scope 3 (tCO_2e)	298,996
Total Scope 1, 2 and 3 (tCO_2e) location-based	329,114
Total Scope 1, 2 and 3 (tCO_2e) market-based	325,566
Intensity – emissions ratio tCO_2e/£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 E1 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 tCO_2e/£m, meeting the FY26 carbon-intensity baseline target on a consistent and representative Group-wide basis.

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

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 Guarantees 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 re-baselining 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.

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.

	FY22 New baseline year (tCO_2e)	FY23 Annual total (tCO_2e)	FY24 Annual total (tCO_2e)	FY25 Annual total (tCO_2e)	FY26 Annual total (tCO_2e)	% Change vs. baseline	% Change vs. previous year
Scope1							
Resource							
Gas							
Mitie supplies	42.95	47.61	35.95	326.33	**266.72**	521	(18)
Transport fuel							
Fleet (liquid fuel)	19,371.28	20,482.13	19,102.02	16,515.13	**14,910.52**	(23)	(10)
Scope 2							
Resource							
Electricity							
Mitie supplies – generation	307.09	530.07	528.18	918.88	**762.67**	148	(17)
Transport fuel							
Electricity (EV)	875.32	1,456.87	1,797.59	1,969.37	**1,837.73**	110	(7)
Electricity (EV) vans	–	–	–	495.72	**1,252.73**	–	153
EV charging							
Electricity (EV)	–	(77.74)	(92.93)	(95.99)	**(37.63)**	0	(61)
Carbon offsets	–	–	(4,500)	(4,066)	**(6,778)**	0	67
Scope 3							
Resource							
Gas							
Mitie supplies – upstream	48.74	51.90	6.01	53.94	**59.22**	21	10
Landlord supplies	243.73	259.98	114.43	125.65	**204.05**	(16)	62
Electricity							
Mitie supplies – transmission and distribution losses	84.61	94.35	45.26	81.06	**77.24**	(9)	(5)
Landlord supplies – all	649.01	520.28	561.63	410.76	**276.40**	(57)	(33)
Water							
All	0.65	2.44	4.94	4.92	**3.61**	456	(27)
Landfill waste	8.82	1.03	–	–	**–**	(100)	0
Energy from Waste/ Recycled/Anaerobic Digestion	7.44	5.41	7.35	2.20	**2.11**	(72)	(4)
Transport fuel							
Fleet – upstream	4,871.63	4,751.92	6,466.14	3,442.45	**2,890.22**	(41)	(16)
Electricity (EV) – upstream	29.56	50.88	155.67	473.49	**715.61**	2,321	(51)
Business travel							
Rail	166.53	241.12	430.30	324.43	**357.61**	115	10
Air	279.69	885.87	3,895.88	1,753.39	**1,329.84**	375	(24)
Hotel stay	832.25	733.70	746.86	925.97	**971.60**	17	5
Commuting							
Commuting survey	310.21	45,540.84	44,214.51	44,221.91	**51,950.45**	16,647	17
Working from home	403.44	957.01	1,333.96	1,048.92	**1,084.06**	169	3

	FY22 New baseline year (tCO_2e)	FY23 Annual total (tCO_2e)	FY24 Annual total (tCO_2e)	FY25 Annual total (tCO_2e)	FY26 Annual total (tCO_2e)	% Change vs. baseline	% Change vs. previous year
Supply chain							
Purchased goods & services	257,010.14	215,556.40	209,399.07	195,470.93	**181,296.27**	(29)	(7)
Upstream transport & distribution	9,060.36	30,461.30	5,954.06	6,015.33	**4,563.05**	(50)	(24)
All scopes							
Electricity total – All	1,040.71	1,066.96	1,042.14	1,314.71	**1,078.68**	4	(18)
Gas total – All	335.42	359.49	156.39	505.92	**529.99**	58	5
Transport total – All	25,594.01	27,868.79	31,847.59	24,973.98	**23,294.26**	(5)	(7)
Scope 3							
Water total – All	0.65	2.44	4.94	4.92	**3.61**	456	(27)
Waste total – All	16.26	6.44	7.35	2.20	**2.11**	(87)	(4)
Supply chain – All	266,070.50	246,017.70	215,353.13	201,486.26	**185,859.32**	(30)	(8)
Scope 1 total	19,414.23	20,529.74	19,137.97	16,841.46	**15,177.25**	(22)	(10)
Scope 2 total	1,182.41	1,909.20	2,232.84	3,287.98	**3,815.50**	223	16
Scope 3 total	274,006.83	300,114.45	273,336.06	254,355.35	**245,781.35**	(10)	(3)
All Scopes total	294,603.47	322,553.39	294,706.87	274,484.79	**264,774.09**	(10)	(4)
All Scopes Inc. VER total	294,603.47	322,553.39	290,206.87	270,418.79	**257,996.09**	(12)	(5)
Scope 3 total excluding upstream	259,911.92	264,704.09	260,708.93	244,289.08	**237,476.01**	(9)	(3)
All Scopes total excluding upstream	280,508.56	287,143.03	282,079.73	264,418.52	**256,468.76**	(9)	(3)

	FY22 New baseline year	FY23 New baseline year	FY24 New baseline year	FY25 New baseline year	FY26 New baseline year	% Change vs. baseline	% Change vs. previous year
Intensity							
Scope 1 & 2							
tCO_2e/employee	0.31	0.39	0.37	0.28	**0.23**	(26)	(19)
tCO_2e/£m	5.28	5.54	4.75	3.96	**3.51**	(34)	(11)
Water							
m^3/employee	0.07	0.29	0.48	0.42	**0.23**	229	(45)
tCO_2e/employee	0.00	0.00	0.00	0.00	**0.00**	345	(32)
tCO_2e/£m	0.00	0.00	0.00	0.00	**0.00**	298	(31)
Created waste							
tCO_2e/employee	–	–	–	–	**–**	–	–

Scope 3 category	FY26 Group	
Category 1	Purchased goods & services	181,296.27
Category 2	Capital goods	0.00
Category 3	Fuel- and energy-related activities	4,222.74
Category 4	Upstream transport & distribution	4,563.05
Category 5	Waste generated in operations	5.73
Category 6	Business travel	2,659.06
Category 7	Employee commuting	53,034.51
Category 8	Upstream leased assets	0.00
Category 9	Downstream transportation & distribution	0.00
Category 10	Processing of sold products	0.00
Category 11	Use of sold products	0.00
Category 12	End of life treatment of sold products	0.00
Category 13	Downstream leased assets	0.00
Category 14	Franchises	0.00
Category 15	Investments	0.00

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