



Enhancing lives and assuring a better, more sustainable future

Mitie Group plc
ESG Report 2022



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Our commitment

Our commitment to sustainability and social change issues **underpins** everything we do, **every day.**

Facilities management organisations have the potential to create a positive impact on the environment and make a significant difference in the workplace, across communities and beyond.

Mitie's ESG strategy is a progressive journey that has evolved from managing risk to distributing social value and driving growth opportunities.

We collaborate with communities and partners to create social value, from volunteering to fundraising and social mobility programmes. We promote sustainable thinking throughout Mitie and are decarbonising our operations through the elimination of fossil fuels and our own Net Zero plan. We are also encouraging our supply chain partners and customers to align themselves to our carbon reduction journey and helping them achieve their own Net Zero targets. This lies at the heart of our 'Do, Lead, Deliver' approach.

In this report, you'll find more about our advanced approach to ESG, our key measures of success and our strategic goals.



ESG is integrated into Mitie's strategic approach, and this leads how we deliver services to our customers.

Phil Bentley,
Chief Executive Officer,
Mitie Group

Our ESG highlights

Progress against our social value targets

In FY22 we met all our ESG targets and continue to make good progress towards our 2025 goals. For more details, please go to page 54.

Environment

FY22 performance

CO ₂ e emissions (tonnes)	23,661
% of fleet zero carbon	33
Waste to landfill (tonnes)	19

People

FY22 performance

% of employees where Mitie control salary paid Real Living Wage	100
% of employees through apprenticeship scheme	3.55
% of women on senior leadership team	24.42
% of racially diverse colleagues on senior leadership team	8.14

Community

FY22 performance

Volunteer paid hours	14,650
Health and wellbeing training hours delivered	5,520
Armed Forces recruitment	4.04

Responsible supply chain

FY22 performance

Spend with VCSEs	£1.14m
% of spend with SMEs	50
% of spend on Supplier Management Framework	35

Find out more about our progress against our social value targets



Cutting vehicle emissions

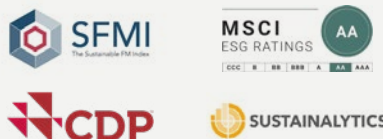
11,445 tonnes of CO₂e cut from our total fleet as we invest in expanding our electric vehicle fleet.

Find out more about our environmental approach



More carbon-neutral buildings

9 Mitie buildings are now decarbonised as we replace fossil-fuel-powered technology with fully natural renewable energy to achieve Net Zero by 2025.



Find out more about our Plan Zero



Award-winning social mobility

In FY22, the Mitie Foundation won two social mobility awards for the Ready2Work programme, and our outstanding diversity learning programme, Count Me In, won two national awards.

Find out more about our people strategy



Supporting our communities

14,000 volunteering hours by Mitie colleagues in FY22, as well as different fundraising events across 80 UK locations.

Find out more about our varied volunteering efforts



Increasing our diverse suppliers +50%

We doubled our work with more diversely-owned SME suppliers, and voluntary, charity and social enterprise suppliers in FY22.

Find out more about our approach to a responsible supply chain



Moving up the rankings

In FY22, Mitie received the highest ranking 'Platinum' from Sustainable Facilities Management Index, and Sustainalytics also awarded us a 12.5 score – Mitie is in the top 5% of most sustainable companies globally and number 2 in the business services industry.

Find out more about our governance approach

Leading in ESG and social value

Foreword from Baroness Couttie,
Chair of the Social Value & Responsible Business Committee



I strongly believe that responsible companies must demonstrate a solid ESG agenda: shareholders expect ESG principles that are robust and measured; employees expect their company to live and breathe its ESG commitments; and we are facing a societal shift in the role of companies within their communities.

As one of the leading facilities management companies with 72,000 employees, our vision is to be the employer of choice, which stands up for its communities and protects the environment through everything we do. We are focused on making sure that Mitie is the place people want to come and work – a place where they know their values fit with ours, and where they are supported – as well as creating a positive impact in the broader community.

I'm passionate about ensuring Mitie has a reputation as a good company to work with in the community. One of the ways we do this is working together with companies through the Mitie Foundation, helping young adults to get jobs and supporting the long-term unemployed. I truly feel that most people want to contribute positively to life and their community, but sometimes life is against them. The Mitie Foundation provides transformational help and support and a tangible positive social impact, which you can read about in this report.

We are proud to be a facilities management first mover: 'Do, Lead, Deliver' perfectly encapsulates our approach at Mitie – we like to do it first and then provide this service to our customers. As a service provider, we are increasingly finding ourselves working with customers to help them on their own ESG agenda.



Our hard work on ESG and social value are together creating a Mitie that people want to work for, invest in and have in their communities.

Our 'Science of Service' approach is about using innovation and technology to improve our own processes and our work with customers. For example, nine of Mitie's buildings have been decarbonised, using new technologies to make buildings more efficient and create better working environments. We are now also working with customers to help them decarbonise their own offices. We've one of the largest electric vehicle (EV) fleets in the UK and we are now advising customers on their own EV evolution.

Mitie is 100% committed to its ESG framework and achieving Net Zero, as well as positively creating social value. A robust governance approach is equally important to make our ESG agenda happen. Our Board is fully engaged and ESG is a Board priority. To further bolster our experience in this area, Salma Shah, a new Non-Executive Director, joined the Social Value and Responsible Business Committee in April.

We've achieved an enormous amount over the past 18 months. I hope you enjoy reading in this report about some of our amazing stories on our social value and environmental achievements, both internally and with our customers. Over the coming year, I'm looking forward to working with our supply chain to reduce our Scope 3 emissions, and setting our science-based targets and strategy.

Addressing the key ESG issues

Q&A with Phil Bentley,
Chief Executive Officer



What's your approach to ESG?



ESG is fundamental to any modern business. I'm proud to lead Mitie – an organisation that's on a journey to embed sustainability and social value throughout our service delivery. Our ESG strategy incorporates our ambitious Plan Zero commitment to reach Net Zero by 2025, and is underpinned by our leading social value framework model, which maps to the United Nations Sustainability Development Goals. We aim to lead from the inside out – addressing our own ESG initiatives and then working with our stakeholders to support them on their own Net Zero approach.



What is Mitie's Plan Zero?



We are absolutely committed to our industry-leading Plan Zero Initiative to reach our pioneering Net Zero emissions target – 25 years ahead of the UK Government's 2050 target. Our Plan Zero is focused around three primary pillars, encompassing key areas of environmental impact and setting specific targets: eliminate carbon emissions from power and transport; eradicate non-sustainable waste; and enhance inefficient buildings to meet the highest environmental standards.

[Find out more about Mitie's Plan Zero](#)



What are the main areas where Mitie is tackling climate change?



Our business serves society, and society can only exist on a liveable, breathable planet. We must take significant strides to protect our environment and reduce our carbon emissions. Our primary carbon emissions come from our fleet; we are leading the facilities management industry with our EV transition, and have already switched a third of our fleet. Our efforts do not stop there; we've optimised our built estate for energy efficiency and nine buildings are already fully decarbonised. Mitie Energy and Waste businesses are driving down our carbon towards zero, and our Landscaping business and biodiversity services are contributing towards the balance of Net Zero.

[Find out more about how we are cutting carbon emissions throughout our fleet](#)



What is the role of social value in the public sector?



The majority of our work is in the UK public sector. Social value is particularly important, and the UK Government's social value model sets out procurement priorities to maximise societal benefits through delivering contracts. These objectives centre around five core themes: COVID-19 recovery, tackling economic inequality, fighting climate change, equal opportunity, and wellbeing. We are working to deliver social value, identifying initiatives from our social value framework to maximise our positive reach and impact.

[Find out more about Mitie's work in the public sector](#)

Addressing the key issues

continued



How are Mitie's people supporting sustainability?



Mitie is a great place to work, and we want our people to grow, develop and contribute towards our success. We take pride in providing learning and development opportunities for all our colleagues to skill, reskill and upskill for a more sustainable future, including additional courses in our apprenticeship programme. We are creating an environment where everyone has a voice and is treated equally, and are investing in equality, diversity and inclusion programmes to ensure all our colleagues can bring their true selves to work. I'm proud that again this year we are listed in the UK Top 50 Inclusive Companies List.

[Find out more about equality, diversity and inclusion – embedding our approach throughout Mitie](#)



How do you engage with communities to deliver social value?



Our charity, the Mitie Foundation, and its award-winning Ready2Work programmes, are breaking down barriers to employment and work with underrepresented groups to get people back into the workplace. Our new DoIT platform provides additional opportunities for our colleagues to give their time to support our charities and other deserving organisations.

Local procurement in our communities is also an important part of our social value commitment – with over 12,500 suppliers across the UK, we are contributing to local economies across the country. This helps to create jobs and meaningful employment in deprived areas. We've gifted over £1m of our apprenticeship levy to local supply chains to help develop skills in these parts of the country.

[Find out more about our responsible supply chain](#)



We take pride in providing learning and development opportunities for all our colleagues to skill, reskill and upskill for a more sustainable future, including additional courses in our apprenticeship programme.



[Find out more about how we are investing in future skills with apprenticeships](#)



Do your suppliers have a responsibility for sustainability?



A responsible supply chain is vital in Mitie's delivery to our customers. We've mapped our supply chain emissions as part of our public commitment to develop a science-based target for carbon reduction. We are engaging with key strategic supply chain partners to meet our Scope 3 Net Zero carbon reduction target of 2035, and want to influence our suppliers to set their own 1.5°C aligned carbon reduction targets.

[Find out more about our responsible supply chain](#)



How can you ensure you deliver on your sustainable commitments?



A lot of our success in ESG is due to our robust ESG governance. From our Plan Zero Working Group, to the Board that addresses our internal delivery and commitments, we have an ESG governance structure that continually monitors and assesses our approach to ensure we are not only delivering internally, but also supporting our customers and the wider community.

Through our hard work and ambitious targets, we are consistently rated at the highest level by ESG rating agencies as being one of the best facilities management companies in the world. We won't stop here – so our contribution to the environment and society, both within Mitie and in the communities we serve, continues to enhance people's lives and positively benefits our world to assure a more sustainable future.

[Find out more about ESG governance at Mitie](#)



How important is innovation to delivering on our ESG commitments?



Our technology helps us deliver our own ESG targets and also supports our customers to deliver significant decarbonisation savings. We're committed to finding new ways of delivering social value through fresh thinking and innovation.

[Find out more about our innovation](#)

Innovating to deliver sustainability

We're pioneering new ways of delivering social value through fresh thinking and industry-leading innovation – we call it the Science of Service.

Embedding innovation throughout service

Innovation is embedded within our social value framework and throughout our pillars of people, community, environment and suppliers. We're committed to investing in technology, data and analytics to help us meet our ESG targets and Plan Zero commitments. Science of Service

is how we describe our approach to using technology and data-driven insights to prioritise sustainability, improve our services, foster wellbeing and drive productivity.



Creating value for customers

We're using Science of Service to work with our customers to experience positive, long-lasting outcomes and drive efficiency and flexibility. By innovating with best-in-class technology to develop intelligent cloud-based platforms, we aim to push the boundaries of what technology can do to transform facilities management businesses, and what we can do for our customers. From delivering greater hygiene and enhancing workspaces, to activating intelligent security, and critical asset monitoring backed by data analytics, our technology and innovation focus is already driving new contract wins and our high renewals rates – 90% over FY22.



Innovation – powered by technology, driven by data and made exceptional by our people. We call this the Science of Service, which you can see more about here

Making the future of facilities management a reality

As organisations face increasing economic, social and geopolitical uncertainty, boards are putting more emphasis on adaptability and resilience. For facilities management, this has led to a renewed urgency to create spaces that drive productivity, foster wellbeing and prioritise sustainability.

We have invested in best-in-class technology, data and analytics to develop innovative and intelligent cloud-based platforms. We combine innovation with intelligence, applying the power of technology to create lasting impact for people and planet to push the boundaries of what technology can do to transform our business and what we can do for our customers.

We launched Science of Service in 2022. It provides a solution to our customers whose workspaces require greater hygiene, intelligent security, and critical asset monitoring backed by data analytics, while our internal technology is driving productivity gains and cost efficiencies, supporting our margin enhancement strategy. Our technology is a key driver of our new contract wins, and our high renewals rates – 90% over FY22.

Our customers are already achieving:

14%

average energy saving

Our guiding sustainability principles

The United Nations Sustainable Development Goals

We recognise that we must adopt positive social impact strategies to improve health and education, reduce inequality, and spur economic growth – while tackling climate change and working to preserve our oceans and forests.

Mitie aligns with the United Nations Sustainable Development Goals (UN SDGs), which aim to protect the planet and ensure prosperity for all, and calls on governments and business to contribute towards their achievement. The link between the UN SDGs and the UK Government's social value ambitions supports delivering social value through commercial activities.

The UN SDGs guide Mitie's sustainability principles and shape our social value framework, which is our platform for creating ESG, sustainability and social value. Our pillars have specific focus areas and targets and specific links to different UN SDGs.



Our social value framework

Environment, social and governance (ESG) principles are integrated into Mitie's corporate strategy. Our social value framework is our platform for ESG, sustainability and social value throughout our value chain – from investors to winning new business, delivering a sustainable service and creating social value impact.

ESG supports and drives Mitie's objectives, and powers our strategic capability enablers of Net Zero carbon, creating a great place to work, and delivering Science of Service through innovation in technology and data.



Innovation

Innovation is embedded within all our pillars, to ensure Mitie remains at the forefront of technology and processes.



[+](#) Read more about our approach to innovation and the Science of Service

Environment

The climate emergency is humanity's biggest challenge. At Mitie, we believe it is key for all our people to understand the consequences of our environmental impact.



[+](#) Read more about our approach to the environment
[Read more about Plan Zero](#)

People

People are Mitie's greatest asset and we have a duty of care to ensure they are equipped to be productive at work and home.



[+](#) Read more about our approach to people

Community

We are an active part of the communities in which we operate, helping deliver social value commitments not only for Mitie, but also for our customers.



[+](#) Read more about our approach to community
[Read more about the Mitie Foundation](#)

Responsible supply chain

Mitie has a robust and responsible supply chain that is trained in social value and engaged in the creation of positive social impacts across all areas of business.



[+](#) Read more about our approach to ensuring a responsible supply chain

Social value in the public sector

Mitie's work is split between the public and private sector across the UK.

Mitie is well placed to meet the UK Government's social value model and procurement priorities. These have been created to maximise societal benefits through delivering public sector contracts.

New government requirements

Mitie's ESG approach in the public sector is driven by Procurement Policy Note (PPN) 06/20, which is a new government procurement model to deliver social value. It enables organisations to show additional social benefits that can be achieved by delivering contracts, using policy outcomes aligned with the UK Government's priorities.

PPN 06/20 stipulates that social value must be anchored to five key themes:

- ➊ COVID-19 recovery
- ➋ Tackling economic inequality
- ➌ Fighting climate change
- ➍ Equal opportunity
- ➎ Wellbeing

At least 10% of the social value score should be applied in a procurement to ensure that it can be a differentiating factor in bids for government projects.



We maximise value for Mitie's different communities, by funding, creating and delivering tangible social value tailored to their local challenges and priorities.

Chris Piper
Group Sales Director,
Government Strategic Accounts

How our customers select social value areas to support the delivery of social value

PPN 06/20 articulates priority focus areas for social value delivery as policy themes and outcomes. Mitie's social value framework areas and targets are based around:

- ➊ People
- ➋ Responsible supply chain
- ➌ Community
- ➍ Environment
- ➎ Innovation

We build our social value solution during the procurement process by identifying initiatives from our social value framework to meet the desired outcomes, maximising our positive reach and impact.

[➕ Find out about our social value framework](#)



COVID-19 recovery

Outcome: Helps local communities to manage and recover from the impact of COVID-19.

Mitie: Establishes coordinated engagement with businesses, charities and organisations to strengthen communities. Key social value is the payment of the Real Living Wage including public sector. 100% of colleagues where Mitie controls the salary.

Tackling economic inequality

Outcome: Create new businesses, new jobs and new skills.

Mitie: Enriches community through employment opportunities, such as apprenticeships to underrepresented groups. Increases the capability, diversity and capacity of SME businesses close to client sites. Upskills the workforce in client areas to meet future skills demands.

Outcome: Increase supply chain resilience and capacity.

Mitie: Builds a responsible supply chain that supports social enterprise and local delivery and adopts a circular economy to reduce consumption and waste.

Fighting climate change

Outcome: Effective stewardship of the environment.

Mitie: Protects the environment by eliminating fossil fuel use, improving energy efficiency and transitioning to a low-carbon economy through our Plan Zero Initiative. Help customers to modernise their approach to waste by creating a system centred on circular economy principles and increase biodiversity by creating accessible green spaces in appropriate locations.

Equal opportunities

Outcome: Reduce the disability employment gap.

Outcome: Tackle workforce inequality.

Mitie: Introduces initiatives that change minds, raise aspirations and remove barriers, opening ways in to sustainable employment. The Mitie Foundation and its partners provide life opportunities for the communities we are proud to operate in. Encourages contract workforce to sign up to one of Mitie's diversity networks.

Wellbeing

Outcome: Improve health and wellbeing.

Mitie: Supports the health and wellbeing, including physical and mental health, in every contract workplace.

Outcome: Improve community integration.

Mitie: Leverages its partnerships with organisations to support strong and integrated communities. Volunteer hours 'Giving Back' pledges 23,680 hours of volunteering by 2025.

Environment



As a responsible business, we are committed to eliminating our impacts on the environment and mitigating the effects of climate change with our ambitious Plan Zero commitment.

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Mitie's alignment with the UN Sustainable Development Goals



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

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

[Find out more about our social value framework](#)

Jason discusses Mitie's 'Do, Lead, Deliver' approach to delivering our Net Zero goals and working with clients to support their environmental ambitions.

Q & A

with
Jason Roberts,
Group Director for
Sustainability and
Social Value



What is Plan Zero?



Plan Zero is our commitment to reach Net Zero carbon emissions by 2025. Mitie is the first facilities management company to set this ambitious Net Zero emissions target, 25 years ahead of the UK Government's 2050 target.

We are on a mission to decarbonise Britain. By delivering these services in-house, we gain the skills and expertise to lead the industry. We can then assist customers in their own ambitions with our end-to-end services, including waste, energy, biodiversity, transport and energy procurement.



How is Mitie reducing its environmental impact?



Each business unit focuses on their expert area: our carbon consultants at Mitie Energy have enabled the property team to decarbonise nine buildings, while Mitie Landscapes is improving our biodiversity across the estate. We view plastic as a fossil fuel at Mitie, so Mitie Waste teams are completing right-sizing activities and innovating with plastic reduction initiatives such as Bin the Bag™, saving over 600kg of plastic per year.

Our focus is on electric vehicle (EV) transition: we beat our EV target last year and are on track to meet our target of 45% EV transition by the end of FY23. We've installed over 2,000 chargers across commercial and employee residential sites and the acquisition of Rock Power will accelerate this roll-out.



We are on a mission to decarbonise Britain, leveraging Mitie's in-house expertise to deliver significant decarbonisation savings for our customers.



How do you engage your different stakeholders on Net Zero?



Mitie's knowledge of customer estates, combined with our ability to execute a zero-carbon strategy from assessment through to delivery is, we believe, unrivalled. Our Plan Zero pathways, and our expert knowledge, make sustainable ideas a reality. We are engaging with our supply chain to understand our Scope 3 emissions and encouraging them to join Mitie in committing to a science-based target, by offering our expertise and services.

Some communities are less able to make sustainable choices, so having Mitie work in these areas ensures that everyone has an equal opportunity to live in a sustainable area.



What is Mitie's biggest obstacle to achieving Net Zero, and how will you overcome this?



Transitioning to a zero-carbon fleet is a challenge. We have made excellent progress to date in transitioning a third of our fleet and are analysing the way we deliver our services to overcome battery range and available charging infrastructure.

Due to the technology available, there's no EV alternative for some of our specialist vehicles, and to overcome this, we are looking to ensure that our fleet runs as efficiently as possible, and we are feeding our requirements to manufacturers to shape the future.



What is your focus for the coming year?



We want to ensure everyone in Mitie understands the importance of climate change, including our frontline colleagues. At Mitie, we want to ensure every employee has good knowledge around climate issues and we are developing a sustainability training programme. Enhancing our engagement with our supply chain is also on the agenda, as we encourage them to reduce their environmental impact and join our science-based target journey.

Energy and decarbonisation

Mitie Energy is optimising Mitie's own energy performance and working with customers to deliver savings.

Reducing Mitie's own energy usage

Starting in our own buildings and fleet, we are optimising our own energy performance and delivering significant carbon reduction targets.

We are removing our reliance on fossil fuels by transitioning to an electric fleet and decarbonising our sites. Mitie emitted 23,661 tonnes of CO₂e in FY22, exceeding our target of 25,230 tonnes*. While this was an increase of 7.25% on FY21, it reflects the addition of Interserve, and compares to a lower CO₂e result for the previous year due to COVID-related restricted travel. Our emissions intensity has dropped to 5.28 tonnes of CO₂e/£million, a 43% reduction – so we've expanded our business activities while needing less energy to do so.

*excluding fleet upstream



Transitioning our fleet to electric vehicles

Our largest carbon emissions relate to our vehicle fleet – 98% of our Scope 1 and 2 emissions. Our path to Net Zero is focused on transitioning our fleet to electric vehicles (EV). Mitie has one of the largest pure electric fleets in the UK, and over FY22, our fleet grew by 1,133 EV and we now have 2,217 EV in our fleet – 33% of our fleet is now zero carbon. Each of our internal combustion engine vehicles emits around five tonnes of CO₂e per year, so the combined impact of our EV fleet cuts out 11,445 tonnes of CO₂e. In 2021, we introduced a home charging payment scheme, which enables Mitie to pay for all colleagues' home charging – direct to the energy provider. For our colleagues, their home energy bills are not impacted; it also reduces the burden on public and office charging solutions – and is typically the cheapest place to charge.



Our path to Net Zero is focused on transitioning our fleet to electric vehicles (EV).

Heidi Thompson,
Group Fleet Manager

Innovating to cut fleet emissions

We are innovating to reduce our CO₂e emissions to ensure our non-EV fleet operates as efficiently as possible. In FY22, we installed driver behaviour LED lightbars in all 3,600 vans to direct fuel-efficient driving, saving 195 tonnes of CO₂e annually. We are starting to adopt dashcams that use AI to address driver behaviours, including real-time feedback to drivers. Applied correctly, this will result in safer drivers, conducting their activities in a more environmentally-friendly manner. We've introduced e-learning modules for all drivers, focusing on safe and efficient driving. Autonomous emergency braking as standard has led to a 50% reduction in motorway collisions, 90% non-motorway, and a 100% reduction in rear-end collisions when joining a roundabout. In FY23, we will focus on cutting overall mileage, reducing fuel consumption and CO₂e emissions even more.

2,000

we've installed over 2,000 charging points across Mitie, colleagues' homes and customer sites

Targets

Reduce CO₂e emissions to 5,220 tonnes by 2025

FY22 performance:

23,661

FY21: 19,205

85% of fleet zero carbon by 2025

FY22 performance:

33%

FY21: 22%

 Find out more about our progress against our social value targets

Energy and decarbonisation continued

Committed to decarbonising our buildings

We are replacing fossil-fuel-powered technology with fully natural renewable energy alternatives as part of our Plan Zero pledge to achieve Net Zero carbon in operational emissions by 2025. With more than 70 sites across the UK, nine of our sites were decarbonised (12% of our estate) by March 2022. We will decarbonise eight more sites over the next 12 months. At Mitie-controlled offices, we procure 100% of power backed by Renewable Energy Guarantee of Origin, which provides transparency about electricity our suppliers source from renewable generation.

Around 2% of Mitie's direct operational carbon emissions (Scope 1 and 2) come from our buildings and we are committed to a fully decarbonised estate by 2025. We are following our Plan Zero carbon reduction strategy to reach Net Zero, combining our expertise, experience and pioneering work in consultancy, decarbonisation, smart buildings and the connected workspace.



Saving energy across Mitie's estate

We aim to ensure our sites are running as efficiently as possible, and during FY22, we've met an annual CO₂e saving of over 110 tonnes, contributing to our FY25 Net Zero target. We've done this by:

- ➊ Normalising temperature checkpoints to average levels
- ➋ Correcting time clocks
- ➌ Reducing heating, ventilation and air conditioning time schedules to accurately match occupancy hours

120,000 kWh saved

Mitie plans to save at least 120,000 kWh of energy per year, the equivalent of more than 25 tonnes of CO₂e or 21 return flights from London to New York



Leading on innovative green energy deals

Our expert energy team secured the first corporate Power Purchase Agreement (cPPA), an energy contract to procure energy directly from existing or 'new to earth' renewable energy generators. We've secured a 10-year cPPA deal for a major UK high street bank so 160 GWh of energy comes from renewable sources every year, contributing to powering over 900 sites. This has significantly reduced the bank's reliance on fossil fuels and their emissions and environmental impact.



Securing these long-term renewable energy deals supports our customers with their Net Zero targets, as well as the wider UK renewable grid capacity.

Alex Payne,
Director of Markets and Data,
Mitie Energy

How we decarbonised an HQ

Mitie Landscapes' HQ in Bordon was revamped in 2021 to become fully decarbonised. We removed all gas-powered equipment and replaced it with air-source heat pumps and other electric-powered technologies, saving 21 tonnes of CO₂e annually. We've also upgraded lighting to LED, installed a green wall and introduced plants – even creating an outdoor office. Over the next 12 months, we aim to install roof solar panels and additional EV chargers.

Saving water is also a key focus and a new water harvester and run-off water recycling system directs water run-off from our washdown area to a holding tank, used to clean plant and machinery, and runs back into the tank, saving an estimated 50,000 litres of water annually.





Prad explains how Mitie is using its own Plan Zero achievements to help customers achieve their sustainability challenges.



with
Prad Pandit,
Managing Director of
Sustainability & Energy



Why is Plan Zero important?



Our customers recognise this is the decisive decade for action against climate change. Many of them have made ambitious pledges in support of the UK's goal to be Net Zero by 2050. Minimising the carbon emissions from their buildings and operations will be critical to achieve these pledges.



How is Mitie delivering Plan Zero services to customers?



Our approach to the way we provide services to customers is Do, Lead, Deliver, so as well as implementing our own Plan Zero ambitions, we're working with customers to help them accelerate their own paths to Net Zero. We develop solutions to help customers to increase building energy efficiency, reduce carbon emissions and leverage smart technology to maximise the value of their decarbonised assets. We also support them to eradicate non-sustainable waste and improve biodiversity through Mitie Waste and Mitie Landscapes.



What is Mitie Energy?



Rising utility costs, government legislation and sustainability targets are driving smarter ways to manage energy and cut CO₂e. Mitie Energy advises, implements, delivers and manages solutions across utilities, smart buildings and vehicle fleets. With over 330 energy and sustainability experts, including chartered energy managers and engineers, we help our customers meet their decarbonisation and energy efficiency targets.



Mitie's Plan Zero team works collaboratively across finance, property, procurement and engineering departments to develop the case for decarbonisation and deliver projects that make Net Zero happen.



What is the range of work you do?



We often start working with customers by implementing energy-efficiency solutions such as LED lighting and equipment upgrades, and eliminating energy waste by improving controls and insulation. We also help remove carbon from their energy use by helping them buy green energy through Power Purchase Agreements and generate their own power through implementation of solar. We can remove fossil fuels from their buildings by moving to electricity-based heating and cooling driven by this green power. We can upgrade power connections to the grid and their distribution systems along with installation of charging infrastructure to get ready for the EV revolution. We can also remove waste from their operations and implement rewilding or living walls to improve biodiversity impact.



What can you achieve for customers?



We help customers build robust business cases backed by data and insight, and then implement solutions to measure and verify outcomes and prove the value and benefits of the decarbonisation solution. In FY22, we reported independently verified savings of £20m and 375,000 tonnes of carbon reduction. We also launched a partnership with Sustainable Development Capital Limited (SDCL) to bring funding to customers who want to buy decarbonisation projects as a service.



What is next for Plan Zero services?



We want to keep helping our customers accelerate their path to Net Zero by investing in our own technology solutions to complement our delivery capabilities. We are exploring opportunities to strengthen our project delivery capability across all decarbonisation technologies, and to extend our consulting and advisory services to more customers, to become a leading player in decarbonising built Britain.



What acquisitions have you done this year to bolster your decarbonisation capabilities?



In 2021, we acquired Rock Power Connections to secure technology and service offerings that are difficult to acquire through organic growth. Rock Power is focused on the design and installation of new high-voltage electricity supplies. Its end-to-end solutions help customers to meet their own Net Zero goals. With Rock Power, we aim to capitalise on the expected uplift in core public EV charging infrastructure spending of £2bn by 2030.

Mitie's Plan Zero

We're committed to meeting our ambitious net zero emissions target for 2025.

Working with customers on their Plan Zero

Mitie's Plan Zero is focused on specific targets to eliminate our carbon emissions from power and transport, eradicate our non-sustainable waste and enhance our inefficient buildings to meet the highest environmental standards.

Our commitment: Mitie will reach Net Zero Carbon by 2025

1 Eliminate carbon emissions from power and transport

- Convert our fleet to zero emission and power our Mitie EV charge points with green energy.
- Decarbonise our heating systems and use 100% renewable energy for our sites via a subsidy-free Power Purchase Agreement.
- Increase our use of technology to reduce work travel to a minimum. Where travel is necessary, we will choose low-carbon methods.

2 Eradicate non-sustainable waste

- Eliminate single-use materials by embracing the circular economy, such as through a closed-loop paper recycling system.
- Reduce our use of natural resources, with only items which fit our circular economy approach allowed on site.
- Use natural, non-toxic and biodegradable cleaning products, and champion the use of new innovations wherever possible, such as microfibre and surface coatings.

3 Enhance inefficient buildings to meet the highest environmental standards

- Always choose new corporate offices with at least an 'Excellent' BREEAM rating and only re-sign leases on offices with an A EPC rating.
- Enhance energy optimisation and use our smart building technology to achieve maximum energy efficiency at all our sites.
- Improve biodiversity at all of our sites using initiatives that help ecosystems flourish, such as choosing plants which attract wildlife or establishing bug hotels.

We also support our customers with a range of services to help them accelerate their own Net Zero journeys.

 <h4>Consulting</h4> <p>Helping customers with decarbonisation strategies, defining their pathway to Net Zero and ensuring compliance with legislation</p>	 <h4>Energy advisory solutions</h4> <p>Helping customers to buy green energy affordably, manage and minimise utility risk and ensure they pay and account for energy correctly</p>	 <h4>Energy optimisation and smart buildings</h4> <p>Helping customers reduce and optimise their energy consumption, gather data and generate insight to implement energy-efficiency measures</p>
 <h4>Decarbonisation capital projects</h4> <p>Helping customers with the design and installation of solar PV, EV charging infrastructure, heat decarbonisation and energy-efficiency solutions</p>	 <h4>Waste and biodiversity</h4> <p>Helping customers drive nature-based solutions, reduce waste, improve recycling and drive a circular economy</p>	 <h4>Operations and maintenance</h4> <p>Helping customers efficiently operate and maintain the technology we deploy, improving payback and supporting monetisation opportunities</p>

Our approach to decarbonisation



SPOTLIGHT

Working together to make zero carbon happen



The journey to Net Zero

Mitie and Essex County Council (ECC) are partners in fighting climate change and reducing carbon emissions, with a focused approach on reaching Net Zero carbon emissions in ECC's core estate by 2030. Over the past five years, we've partnered with ECC throughout its evolving decarbonisation journey: developing and submitting detailed government grant applications worth £7m; reviewing ECC's estate to identify priority sites; creating feasibility studies; securing government funding; and providing turnkey project management services for the installation of a range of energy-efficient technology, including solar panels, air-source heat pumps and double-glazing.

Using solar to cut energy costs throughout Essex

Solar panels significantly reduce energy costs, offering a low-maintenance solution to generate greener energy. In 2021, ECC started its first installation phase, which soon expanded to another 12 schools and 20 core council buildings, including libraries and children's centres. Mitie has installed remote monitoring equipment to track the panel performance, carbon savings achieved and any maintenance requirements. The data is sent to a portal that can be accessed by Mitie, the ECC facilities/energy teams and the schools themselves.

1,700,000

kWh of renewable energy generated a year, equivalent to powering 450 homes

534

tonnes of CO₂e a year saved since 2021

46

solar panel installations for council buildings, including schools, libraries and children's centres, all managed by Mitie

The new solar panels significantly reduce carbon emissions and energy costs for ECC, producing around 1,700,000 kWh of renewable energy every year, equivalent to the energy needed to power 450 homes, saving 534 tonnes of CO₂e and around £280,500, with estimated payback times of less than 10 years.

We have also completed 45 LED lighting projects in core council buildings, saving ECC an estimated £121,000 and 174 tonnes of carbon a year. LED lighting can be up to 80% more energy efficient than traditional lighting, as well as having a longer lifespan, cutting replacement and maintenance costs.



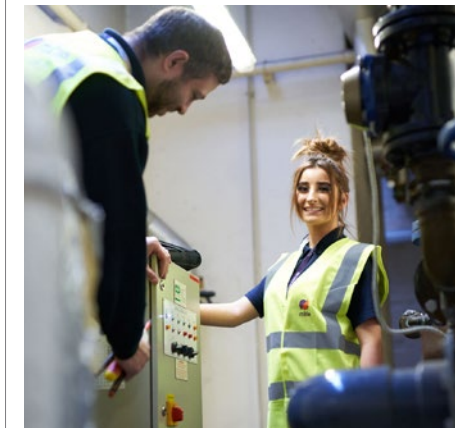
Watch how the carbon-negative classroom at Harlow Fields School was constructed

Working with the Government to deliver its Net Zero targets

Mitie's experts are helping the UK Government meet its own Net Zero commitments and have upgraded computer-based building management systems (BMS) in 47 government buildings over FY22. These upgrades deliver greater efficiency and remote connectivity to push down carbon emissions from consumption, to attendance on site. We conducted site surveys, installed BMS upgrades, carried out operational changes and maintained energy meters to improve building performance. During a 40-week period, this helped save 350 tonnes of carbon emissions, 1.8 GWh, and over £75,000. Our work feeds into the wider Greening Government Commitments set for UK government departments to reduce water consumption, greenhouse gas emissions and waste, and promote resource efficiency.

350 tonnes

of CO₂e saved over 40 weeks



Resource Not Waste

Our Plan Zero commitment pledges to remove single-use materials wherever possible – this is our ‘Resource Not Waste’ philosophy.

Mitie Waste – the UK’s largest waste outsourcing company

Mitie Waste is the UK’s largest waste outsourcer and provides a full range of commercial recycling services, including best practice waste treatment and recovery services. We strive to achieve zero waste and we send over 90% of material for reuse, recycling or recovery.

1million

Mitie Waste manages over one million tonnes of waste and recyclables every year

Enhancing our legacy, reducing our impact

We aim to achieve zero waste to landfill by 2025. In January 2022, we started ‘right-sizing’ activities for external waste services to reduce waste and improve our recycling rates. In FY22, we achieved a 60% recycling rate and reduced total waste generated across occupied buildings by over 18% to 261 tonnes. We’ve achieved zero waste to landfill at Mitie-controlled sites and increased our energy from waste by over 7% to 91 tonnes over the past 12 months. Just over 19 tonnes of waste from non-Mitie-controlled sites was sent to landfill in FY22, 94% under target.



We’ve achieved zero waste to landfill at Mitie-controlled sites.

Mike Taylor,
Managing Director, Mitie Waste



Turning waste into a resource

In FY22, we improved our dry mixed recycling service by adding confidential paper and food waste to our sites to capture the maximum value of waste and turn it into a resource. In 90% of our landlord sites, we have a food waste service that sends contents for anaerobic digestion, which produces gas and fertilisers that can be reused to grow new crops.



Target

Reduce waste to landfill at Mitie sites to 0 tonnes by 2025

FY22 performance:

19 tonnes

FY21: 12 tonnes

[Find out more about our progress against our social value targets](#)

Mitie’s award-winning ‘Bin the Bag™’ product

To eliminate single-use plastic bin liners from our operations, Mitie Waste created Bin the Bag™: an innovative product that contains three caddies for recycling, general waste and food waste, cleaned with zero chemical products. The bin unit is made in the UK from 100% recycled materials and saves 40,000 plastic liners, 600kg of plastic, and £6,000 annually. Mitie has now installed Bin the Bag™ at 10 Mitie offices and we are now trialling Bin the Bag™ with clients. We are also delighted to have won a three-star award at the Zero Waste Awards in 2021.



Removing the need for plastic bin liners has been a game changer – we’re saving 3.6 tonnes of carbon from the manufacture of bin bags.

Isobel McGlashon,
General Manager, Mitie Waste



Resource Not Waste

continued

Mitie Waste works with customers to develop solutions that avoid and minimise waste, through a sustainability-led prevent, reduce, reuse and recycle approach.

Converting food waste into energy

Food and catering waste can account for as much as 30% of the total waste generated by an organisation and is one of the most important waste streams to manage correctly. We work with customers to identify where excess food is created and what can be done to prevent or reduce this at source.

In 2021, we completed a project with our customer that makes tomato-based sauces for a global fast-food chain. We collected food waste and disposed it at local anaerobic digestion facilities, which converted it into renewable energy such as electricity or biogas, as well as nutrient-rich fertiliser. We also captured methane, used to provide heat for the greenhouses that grow the tomatoes, which are then used to make the sauces. This project is a great example of closed-loop recycling as well as the circular economy and resulted in a 20% reduction in waste spend and zero waste to landfill, as 100% of the material was diverted to recycling.



Reuse, store, sell, donate, recycle

Mitie's Waste Match is our circular economy platform that helps customers find cost-effective, ethical and environmental disposal routes for surplus assets.

We work with organisations to put surplus assets, from furniture and office equipment to recovery of medical equipment, into the hands of those that can make best use of them, such as charities, social enterprises and community groups. Waste Match provides a full collection and recycling service. If the furniture can be reused, we put it on the Waste Match portal to help support charities, social enterprises and community groups across the country. If the furniture is not suitable for reuse, it is dismantled and broken down into its raw materials for reprocessing. One of our customers had surplus assets such as chairs, tables, whiteboards and sofas which, through the Waste Match process, we sent on to a grateful school in Bristol.



315,000

individual items of furniture restored

£1.2m

value donated to charity by Mitie



Thanks to Mitie's Waste Match portal, all this furniture is being used in our new community learning room for parents and charity events, and community learning events, and we are so grateful.

Gary Risdale,
Headmaster at Parkwall Primary School



Cutting single-use plastic

Mitie Waste worked with Magnox, a nuclear decommissioning company, to undertake single-use plastic audits and provide waste consultancy. In March 2022, we performed in-depth assessments on cutting single-use plastic across all Magnox sites to ensure compliance with the Scottish environmental protection regulations, the greening government commitments and UK legislation on single-use plastic.

We identified over 40 actions and initiatives for Magnox to reach its environmental targets to cut waste: including directing office furniture from disposal to reuse, appointing sustainability champions, and safely recycling PPE to make storm board, with alternatives ranked using the zero-waste hierarchy. We also proposed installing water fountains linked to the potable water on site, cut unnecessary waste from the canteen, reinstated the use of washable cutlery and highlighted more opportunities for reusing stationery on site.

Boosting biodiversity

Improving biodiversity is a major part of the global sustainability drive, while businesses increasingly want clean, safe, green spaces.

Creating a greener planet

Mitie Landscapes is one of the largest providers of grounds maintenance and winter services to the commercial and public sectors in the UK. We have more than 800 staff working on 11,500 sites across the UK and provide tailored horticultural and landscaping services, including grounds maintenance, landscaping, gritting and snow clearance, and interior office planting.



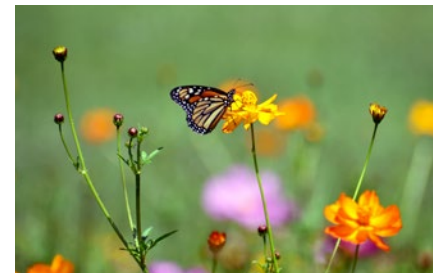
No Mow May

In August 2021, Mitie Landscapes became a corporate patron of Plantlife, a British conservation charity impacting positive change for wildflowers, plants and fungi. We support Plantlife's 'No Mow May' campaign, promoting biodiversity by postponing lawn mowing for one month. In 2021, we encouraged 50 customer sites to take part, resulting in a 70% increase in wildflowers and pollinators. This year, we have over 100 sites taking part, with participating Mitie customers including Bellrock, JLL, Defra, DVSA and the Environment Agency.



With such a large land management portfolio, combined with a progressive approach to landscape management, Mitie is an ideal partner – to the benefit of plant conservation across the UK.

Ian Dunn,
Chief Executive, Plantlife International



Insect detection

To support our focus on improving biodiversity, Mitie Landscapes launched Phase 1 trials of a modern technology with Agri Sound in May 2022. Agri Sound is developing a national and global network of listening devices that feed into a central database, building a picture of UK insect populations. Each organisation that deploys these sensors has access to their data, so they can build a picture of populations on their own land, enabling them to view increased insect populations in areas where they have made biodiversity improvements to attract more pollinating insects, and similarly to identify and target areas that need intervention. For Phase 2, Mitie Landscapes will work with selected customers and manage the service on their behalf.

Positively impacting biodiversity for our customers

As more of Mitie's customers focus on biodiversity in their sites, Mitie Landscapes launched the Biodiversity Net Gain (BNG) service in FY22. Our BNG service includes a full habitat survey, with recommendations on biodiversity improvements provided to our customers, including University of Sussex, Magnox, Sellafield and GSK. We work with customers to establish baseline values for biodiversity by assessing, measuring and mapping the existing range and extent of their site habitats, recommending enhancements to those habitats as well as the development of new habitats, in order to secure an increase in biodiversity on site.

A valuable habitat is colonised by a wider range of species and higher numbers of fungi, insects, animals and plants. We've advised customers on how to attenuate and filter their surface water run-off to reduce levels of dissolved nitrogen and phosphates in the water – by either introducing reedbeds or an alternative mechanical process, and to increase the current woodland areas to increase carbon storage capabilities.

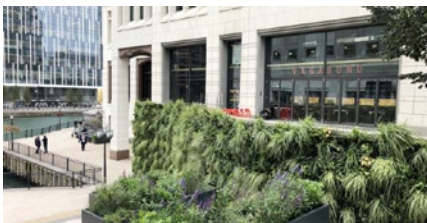
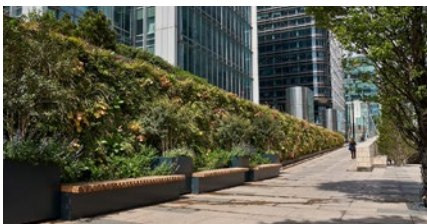
Boosting biodiversity
continued

A breath of fresh air for Canary Wharf

Canary Wharf Group's (CWG) ambition is to use the Canary Wharf Estate in London as a testbed to launch its vision of creating places where cities work together with nature. In 2021, we started working with CWG to create living walls in six London locations, to improve air quality, recycle rainwater and increase biodiversity.

Using our freestanding, stackable and modular PlantBox system, we planted over 12,000 plants in a way that can be moved or extended, within eight weeks of our initial visit. "We are extremely pleased with the final result and have had so much positive feedback from colleagues and tenants", says Paul Griffiths, Landscape Manager, Canary Wharf Management.

This project was submitted and shortlisted for a Pineapple Award by landscape architect Gillespies in 2022, celebrating projects that create places where people can thrive, and with a positive social or environmental impact.



© Eric Orme, Place Photography

Blooming biodiversity

Mitie acquired Biotecture in February 2022, a leading specialist in living walls. Living walls transform urban spaces by using aesthetically pleasing plants to remove toxins from the air, without taking up valuable space. Exterior living walls improve local biodiversity, remove air pollution, support thermal insulation, and reduce noise levels inside the building. Indoor air quality improves as plants can reduce CO₂e levels by up to 25%, as well as absorb and reflect sound for better acoustics, enhancing workspace design.



Our in-house experts and specialist supply chain carry out biodiversity surveys, advice, project delivery and ongoing measurement and management, supporting environmental investment to enhance our green spaces.

Tim Howell,
Managing Director, Landscapes,
Mitie

11,500

sites managed by Mitie
Landscapes around the UK



City landscaping to reduce emissions

Our City Team service delivers innovative sustainable solutions to customers in urban environments, supporting their Net Zero and biodiversity ambitions through zero chemicals, zero waste to landfill and zero emissions.

Across our City Team customers, we help save 6,980kg of CO₂e and recycle 23,000 litres of waste annually. Removing ecological impacts is a key component, including initiatives such as wildflower planting and installing living walls and roofs.

Our team in central London works with customers including BBC, Deloitte and Defra. In November 2021, we started work at the Metro Centre in Manchester on sustainable alternatives to grounds maintenance, using electric vehicles and machines, recycling waste, and working closely with customers.



Our futures depend on a high level of biodiversity – we rely on highly complex interdependencies between species at multiple levels for our continued health, food supplies, water quality, and air quality.

Don Holmes,
Head of Natural Environment, Mitie Landscapes



People



Our colleagues are key to the quality of our delivery and success. We are embedding ESG objectives into our thinking to drive employee fulfilment and wellbeing, and drive service quality to our customers.



In this section:

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- 30 Q&A with Sim Sian, Head of ED&I →



Mitie's alignment with the UN Sustainable Development Goals



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

Find out more about our social value framework

We are committed to ensuring that Mitie is a great place to work and are upskilling our people to provide them with the tools to deliver sustainable services and career opportunities.



What does Mitie mean when it says its 'priority is its people'?



Simply, we care about our people. Without them, we wouldn't be Mitie. We want to make Mitie a great place to work, so we can engage and retain the best talent for our customers to thrive, to create shareholder return and to build a sustainable business. We aim to be the destination employer in the facilities management industry.



So, how do you put this into practice?



We know that our people give their best when we show them that we care, so we are trying to enhance their lives: ensuring that all people where Mitie controls their salary receive the Real Living Wage; offering improved career progression; access to industry-leading benefits; and creating a truly inclusive work culture and initiatives to improve their wellbeing. We really invest in our people to make a difference to their lives – offering benefits and recognising colleagues for a job well done is key to our success.



What have been this year's highlights from a people perspective?



We've had a busy year, integrating 20,000 Interserve people into Mitie systems, and creating an HR function focused on employee experience. We extended our enhanced maternity pay to our frontline colleagues. We also introduced Salary Advance, allowing colleagues to draw down pay ahead of pay day. In July 2021, we ran TeamTalk, a virtual live event with over 30,000 colleagues, giving them all the opportunity to personally engage with our senior management. We also started a new bespoke conscious inclusion programme, 'Count Me In', which has since won several prestigious industry awards.



We are well on our way to being the destination employer in facilities management.



How do you approach diversity and inclusion at Mitie?



We ensure that our approach to equality, diversity and inclusion (ED&I) remains current by staying close to how thinking is evolving externally. We have an inclusive and representative workforce and offer all our colleagues clear opportunities to develop and progress. With 155 different nationalities across our workforce, we have an ethnically diverse culture; we also aim to achieve an inclusive workplace, where colleagues can be their true selves. In early 2022, Sim Sian joined as our new Head of ED&I, and she is busy creating our new ED&I strategy.



How does Mitie address colleague wellbeing?



We don't underestimate the importance of work-related health and happiness. In 2021, we welcomed Rebecca Eaton as our new Head of Wellbeing, who is looking at how Mitie makes wellbeing an integral part of everything that we do. It extends to physical and financial, and with the current cost-of-living challenges, our employee discount scheme and financial support tools have never been more important to our colleagues. We've signed the Mental Health at Work Commitment, as part of our plan to remove the stigma associated with mental health, provide support, and improve our colleagues' mental wellbeing. We are also growing our mental health first aid network.



How do you ensure you can attract and retain your people?



If we want to engage and retain the right people and attract new talent, we need to have an employee value proposition that is much broader than traditional HR-related offerings. Beyond career development, an inclusive culture, great communication and market-leading reward and benefits, people want to work for a sustainable, ethical employer, and we tick all those boxes. We are well on our way to being the destination employer in facilities management.



How do you engage with people at Mitie?



We've a full engagement activities programme throughout the year and encourage colleagues to share their views. As well as our six diverse networks, we've a Board member responsible for engagement with the workforce, who champions their voice at Board level.



What will be your people areas of focus for the upcoming year?



Beyond delivering our overarching people strategy, we are excited about rolling out our new ED&I strategy, which supports Mitie's culture; creating our employee value proposition; building on our apprenticeship programme; developing bespoke line manager and customer experience development programmes; and using technology and data effectively to identify any people-related focus areas.

Q
&
A

with
Jasmine Hudson,
Chief People Officer





**Delivering excellence
 by investing in
 our colleagues**

University College London Hospitals (UCLH) is one of the UK's largest providers of healthcare services, medical research and training, as well as a major response unit for the City of London. We employ 650 people at UCLH to deliver a total facilities management service. Additionally, we manage and provide facilities management services for Cotton Rooms, a charitable donation-funded hotel facility for patients and their families.

Giving everyone the same opportunities

Teamwork, ongoing learning and development are essential to maintain our excellent service delivery at UCLH. We provide all our colleagues with the same opportunities to advance and gain new skills – they are committed to learning, and many worked throughout the pandemic to gain new qualifications. Over 2021, we've been busy delivering technology-based improvements to UCLH to improve their learning, and our colleagues can now access our user-friendly Learning and People Hubs to access the online learning materials, record offline training, and request additional training, such as apprenticeships.

650

Number of Mitie colleagues at UCLH

2,318

Training sessions delivered for UCLH people over FY22



Carlos Vieira has worked for Mitie and Interserve since January 2017 and completed a City & Guilds Level 2 Diploma in 2021 in Property Maintenance through our apprenticeship scheme. "I enjoyed several aspects of the course including the softer skills of how to manage, motivate and interact with teams and contractors," explained Carlos.

Carlos Vieira,
 Mechanical Engineer

Training apprentices to be tomorrow's stars

We are a passionate champion of the importance of apprenticeships and employ eight apprentices at UCLH. We make apprenticeships available to all our Mitie colleagues, supporting them to gain new skills and knowledge, and nationally-recognised qualifications, to support their career progression. All Mitie apprentices have the opportunity to earn as they learn: applicants need a minimum of four GCSEs, Grade A–C or Level 2, including Maths and English.

[Find out more about our apprenticeships programme](#)



Investing in future skills with apprenticeships

ESG is about improving skills and performance. We are embedding ESG objectives into our people strategy to drive service quality. Mitie is proud to upskill and reskill careers, as well as kickstart new opportunities for thousands of colleagues and new joiners through our apprenticeship schemes.

Investing in our tomorrow through apprenticeships

We are a passionate champion of apprenticeships and their role in supporting business performance and the development of our people. They feed our talent pipelines, in anticipation of tomorrow's skills gaps, and develop the right talent to grow our business. We've more than 1,000 colleagues undertaking an apprenticeship, helping them to gain valuable skills and qualifications to improve their social mobility and to support our business growth. We offer over 60 different apprenticeship programmes.

Since the introduction of the apprenticeship levy in 2017, Mitie has reinvested £7.3m on apprenticeship programmes for our colleagues. We pay 0.5% of our total salary costs into the apprenticeship levy each year, and gift up to 25% of any unspent funds to support the development of SMEs and charitable organisations. Since 2021, we've committed to gift £1.1m to SMEs across England, supporting over 70 new apprentices in starting their chosen career.

1,000

apprentices

60

apprenticeship programmes

£7.3m

reinvested on apprenticeship programmes for our colleagues over the past five years

Our apprenticeship curriculum

Technical

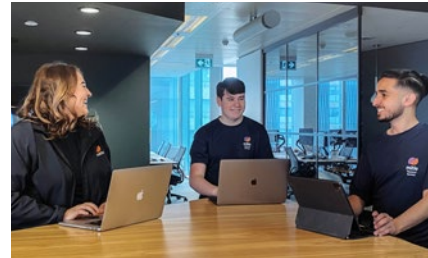
- Building the technical capabilities of our frontline colleagues, including electrical installation and maintenance, building services, engineering, carpentry and joinery.

Professional

- Supporting ongoing professional development of specialists, including security, HR, project management and finance.

Management

- Enhancing the capabilities of our line managers and leaders, from team leading to master's degrees.



Target

Increase % of employees through apprenticeship scheme to 5.0% by 2025

FY22 performance:

3.55%

FY21: 3.6%

🔍 Find out more about our progress against our social value targets

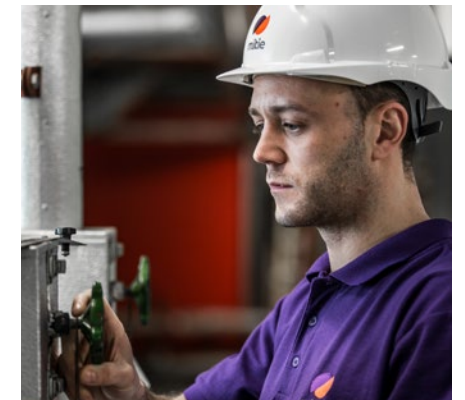
Providing future skills to serve our customers

Mitie's Technical Services Apprenticeship programme is aimed at attracting and developing the next generation of engineers and ensuring we have the talent and expertise to support our customers in the future.

The programme offers technical apprenticeships, including electrical or mechanical engineering, to individuals starting their facilities management careers. With apprentices joining Mitie from a range of backgrounds, the initiative allows new recruits to learn new skills and helps Mitie bring fresh ideas and insights into the business.



We deliver engineering and maintenance services for hundreds of customers, many of which require technical support in highly complex environments. These roles require specialist skills and we are working closely with customers to create bespoke training.



Investing in future skills with apprenticeships
 continued



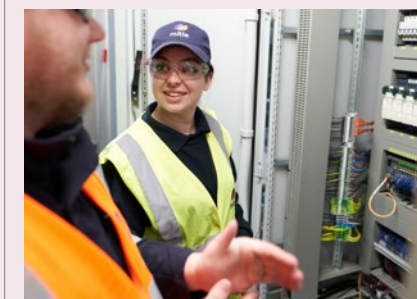
We've helped Evie, who was working in a helpdesk position for one of our customers, a global automotive manufacturer, train to become an engineering technician.

During the COVID-19 lockdown, Evie started to work closely with the engineers, which inspired her to become an engineer herself. She's now a Maintenance and Operations Engineering Technician apprentice at Mitie, shadowing electrical and mechanical engineers, learning how they solve a variety of problems and keep customers happy. She also has formal classroom sessions with other engineering apprentices.



Leaving a desk job and getting into a hands-on problem-solving role has been great. I love the variety and getting to see what the client does on the shop floor as they make the cars.

Evie,
 Mitie Maintenance and Operations
 Engineering Technician apprentice



Investing in future skills with apprenticeships
 continued

Kickstarting careers for our apprentices

Our approach focuses on three areas:

1

Skilling

Attracting and onboarding young external talent, such as school leavers and first jobbers, onto apprenticeship programmes and work placements to develop core skills.

2

Upskilling

For Mitie people, to grow our own talent, ensure ongoing development with recognised qualifications, and the opportunity for career progression.

3

Reskilling

For people outside Mitie, to re-train, and gain new skills and qualifications in professions fundamental to our business.



Campaigning for real change for learners

We are actively campaigning and lobbying to remove unnecessary barriers to learning, so more people can access apprenticeship programmes and more organisations can offer inclusive apprenticeship programmes. We aim to drive change for learners and enable businesses to optimise levy funds.

We believe in the power of the collective voice and we are active members of the Business Services Association Apprenticeship and Skills Group, and the All Party Parliamentary Group (APPG) on Apprenticeships. The APPG is a forum for parliamentarians and employers to discuss how to promote high-quality UK apprenticeships, with input from businesses, top civil servants and business groups, and apprentices themselves.

Over the past year, we've attended 20 events focused on the UK's apprenticeship and skills policy, and provided input into UK government consultations and discussions on apprenticeships.



Apprenticeships are a fantastic way for colleagues to learn the skills they need to kickstart their careers, upskill to progress, or reskill if they are looking for a new challenge. As a major British employer, we have an important role in helping people develop the skills they need for the future.

Kate Large,
 Director of Learning & Development,
 Mitie Group



The apprenticeship has boosted my communication skills with both colleagues and customers and has allowed me to undertake responsibilities at an early age, gaining both work and life skills.

Electrical Engineering Apprentice

Supporting our colleagues' wellbeing

Looking after people's wellbeing is a top priority. We have a duty of care to create a happy, healthy workforce. It also makes good business sense. As well as our own colleagues' wellbeing, our experts create innovative wellbeing strategies for customers to improve their working conditions.

Target

Increase health and wellbeing training hours delivered to 14,800 by 2025

FY22 performance:

5,520

FY21: 2,300

Find out more about our progress against our social value targets

Meet our new wellbeing lead

Rebecca Eaton joined Mitie as our new Occupational Health and Wellbeing Lead in January 2022. She advises and sets strategic direction for Mitie to ensure that we manage occupational health and optimise our colleagues' wellbeing.



Since I started, I've been focused on improving our people's access to support services and improving Mitie's approach to mental health. I'm passionate about looking after people's health and wellbeing – continuing to make Mitie a great place to work, where we can all thrive.

Rebecca Eaton

Delivering the exceptional for our people

13%

increase in employee engagement over the past three years

2,662

people employed above the current UK retirement age of 65

5,000+

long-service milestones celebrated

12%

reduction in employee turnover over the past two years

Committed to positive mental health at work

We are committed to investing in health and wellbeing training and improving our time commitment every year to 2025. We will be launching mental health training in 2022, building on our existing range of e-learning, courses, and mental health first aider training, enabling our people to be open about mental health and improving early support when and if people need it. In April 2022, Mitie signed the Mental Health at Work Commitment, curated by Mind. We are focused on achieving better mental health outcomes and having a genuine long-term positive impact on employee wellbeing.



Mitie's mental health first aiders

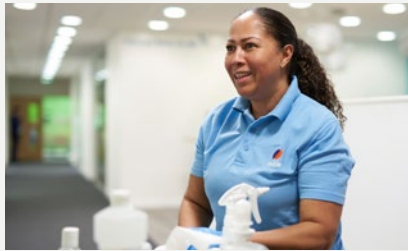
To ensure that we support our colleagues, we have introduced mental health first aiders (MHFA), fully staffed by our colleagues, who proactively provide support and early intervention for people going through poor mental health. We have over 250 MHFAs and want to grow this to about 1,000 by 2024. Each MHFA is trained to ensure they understand mental health, can spot signs, listen and signpost to support their colleagues. In FY23, we are raising the profile of our MHFAs through a new directory so that people can more easily find mental health support at work.



I became a Mental Health First Aider in 2018. Two people working in construction in the UK die by suicide every day. I wanted to be equipped with the skills to be able to have an open and honest conversation about mental health with the people I work with and help to break down the stigma within the industry and our business.

Catherine Goakes,
 Mitie Mental Health First Aider

Supporting our colleagues' wellbeing
 continued



Supporting our colleagues

Since becoming a Living Wage Foundation Recognised Service Provider in November 2019, Mitie has sought to uplift as many colleagues to the Real Living Wage as possible. Last year, Mitie paid all colleagues in head office and core functions, where we control the salary, at least the Real Living Wage. We know this makes a real difference to people's lives so we continue to work with our clients to make this a reality wherever possible, and we always include a Real Living Wage based solution in each request for tender, highlighting it as the recommended option.

We also offer standard and voluntary benefits to support our colleagues' health and wellbeing, including our employee assistance programme, occupational health, life assurance, free shares, employee discount scheme, virtual GP, salary finance, cycle to work scheme and discounted gyms. We've also launched new and enhanced benefits in FY22, including a sabbatical policy to recognise our colleagues who have worked at Mitie: 1. A sabbatical of up to 12 weeks unpaid after one year of service; and 2. A sabbatical of up to 12 months unpaid after three years of service.

Target

Maintain paying 100% of employees, where Mitie control salary, a Real Living Wage

FY22 performance:

100%

FY21: 100%

Find out more about our progress against our social value targets

Extracting real value from data in the Connected Workspace

Our buildings are becoming more and more 'intelligent'. Mitie has embraced the digital transformation of facilities management through our pioneering Connected Workspace offering. We want to help our customers to provide a workplace environment that supports the wellbeing and productivity of their employees.

Thanks to Internet-of-Things connected devices, which allow us to more effectively monitor and control building operations, the data that we'll be able to get from our buildings will become astronomical.

By installing wireless environmental sensors, we can already continuously measure everything from the quality of the air to the noise levels in the office, visualising the real-time performance of the workplace through a simple online portal. Sensors can also help to control the light levels.



Watch the video to see our Connected Workspace offering



How Connected Workspace technology helps customers



Improving the workspace of a Big 4 accounting firm

- 1,027 ceiling sensors installed across 17 floors, feeding data into the intelligent building management system, with 3,041 areas of interest monitored throughout the building
- Desk occupancy data fed to large display screens in reception and on each floor entrance showing hotdesking availability, supporting social distancing requirements
- Traffic flow counts captured in reception and toilet areas to monitor and manage occupier density

Key benefits

We deployed Mitie's Connected Workspace technology rapidly at relatively low cost – workspaces to accommodate reduced occupancy while maintaining social distancing requirements.

Changes made to space strategies were based on insight rather than perception, collecting accurate data through sensor technology and analysed through the Mozaic platform.

Real-time occupancy information is easily available to colleagues. It is reconfigured through the Aria app and display screens, helping to create a safe working environment and maintain social distancing and contactless interactions.

Equality, diversity and inclusion – embedding our approach throughout Mitie

To attract, recruit, develop and retain the very best people at all levels, we are committed to valuing and celebrating our diverse people, and encouraging an inclusive culture, that reflects our vision and values. Our diversity makes us stronger.

Targets

Increase % of women on the senior leadership team to 40% by 2025

FY22 performance:

24.42%

FY21: 21%

Increase % of racially diverse colleagues on the senior leadership team to 20% by 2025

FY22 performance:

8.14%

FY21: 8%

We will review our diversity goals once census data is available to set challenging targets beyond 2025.

Find out more about our progress against our social value targets



With
Sim Sian,
 Head of ED&I



What attracted you to Mitie?



It is a newly created role that presents lots of exciting opportunities to make a real difference. I believe Mitie truly values equality, diversity and inclusion, is committed to delivering change, cultivating an inclusive culture, and is willing to take action to make a positive difference for all our colleagues. Mitie's purpose, promises and values also played an important part in me joining as they align to my own. I'm looking forward to propelling our equality, diversity and inclusion ambitions at pace.



Why is ED&I important for a successful business?



We know that diverse companies make better, bolder decisions, are more innovative and respond better to emerging consumer trends. Inclusive cultures translate into value; they're twice as likely to exceed financial targets, three times more likely to be high performing, six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes!

ED&I isn't just a 'nice to do' – it is vital for our success. By investing in developing a diverse workforce and providing equality of opportunity, we can ensure we have the right colleagues working in the right places, with the right skills and behaviours supporting our focus on growth, while creating innovative solutions and services for our customers.



How diverse and inclusive is Mitie?



We've over 72,000 employees from 155 different nationalities, including over 23,000 women, spanning five generations, and

identifying as disabled and LGBTQ+, parents, carers, and ex-military personnel – we are hugely diverse. Our diversity networks are a 'critical friend' highlighting areas of good practice and areas of opportunity as identified by the voice of our colleagues through their membership.



What are your focus areas for the coming year?



We are evolving our approach to ED&I. We will launch and embed our new ED&I strategy, build and grow allyship, build our cultural competence for all through training, highlight the career opportunities available through our career pathways, our suite of apprenticeships and development tools, and we will continue to build a culture where everybody belongs, feels comfortable to speak up and be their true selves.



What does success look like to you?



We've made some great progress over the past few years. We've changed our policies and benefits, taken a blended approach to our ED&I learning and made significant progress in creating a culture that's inclusive. At Mitie, we believe ED&I is everyone's responsibility, and that's the approach we have taken to embed our strategy. I should effectively make myself redundant – that's when we know we've done a good job! We want to be the destination employer in our industry – the company that people want to join to grow their careers, to receive industry-leading benefits, to work with exceptional people and to make a real difference to our customers.

Equality, diversity and inclusion – embedding our approach throughout Mitie continued

The four pillars of our ED&I strategy

1

Developing an inclusive organisation

Aimed at strengthening our capability of ED&I through leadership and all colleague training, promoting inclusive behaviours and more informed decision-making.

2

Creating career fulfilment

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

3

Amplifying our colleague voice

Responding to the voice of our colleagues to build trusting relationships to define our future.

4

Driving business growth

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



Improving workplace equality through gender and ethnicity balance

Being transparent about our workforce's diversity and pay is a crucial step towards creating meaningful change. In FY22, Mitie voluntarily disclosed its ethnicity pay gap for the first time. A key issue facing our gender imbalance is that we have fewer women in more senior positions – and people in more senior positions receive higher pay. Over FY22, we've developed diversity and inclusion training, and raised awareness of unconscious bias and how to tackle it in the workplace. Over 70% of colleagues have shared their diversity data with us and we are working with our diversity networks to increase this disclosure, so we can identify and address inequalities.

[Find out more on our networks](#)

We have a long-term approach to improve diversity across Mitie.

Rebalancing our gender pay gap

At 5 April 2021, Mitie's median gender pay gap was 5.4% (versus 6.4% at 5 April 2020), which continues to compare favourably with the UK national pay gap of 15.4%. Mitie's mean gender pay gap was 8.6% (versus 7.7% at 5 April 2020).

A key contributor to our gender pay gap is an imbalance in the number of men and women at various levels. We have fewer women than men in our more senior positions, and typically people in more senior positions receive the highest pay. This impacts both hourly pay and the bonus pay figures, because bonuses tend to be paid to those in the most senior positions to keep pace with market practices and to ensure we can attract and retain the best talent.

Efforts to achieve gender parity centre around four areas. These continue to form part of our long-term, sustainable approach to improve the representation of females, and all underrepresented groups, across all Mitie's organisational levels:

- 1. Leadership:** Enabling more female colleagues to secure leadership positions through targeted development interventions for female talent
- 2. Resourcing:** Ensuring the Group resourcing is fully inclusive and Mitie is hiring from a diverse talent pool
- 3. Career development:** Taking action that supports the career progression of underrepresented groups
- 4. Reward and recognition:** Creating a powerful and engaging reward and recognition proposition that rewards the right behaviour and celebrates inclusion

Equality, diversity and inclusion – embedding our approach throughout Mitie continued

Encouraging inclusion through our networks

In addition to Count Me In and the Ready2Work scheme, Mitie has other initiatives to encourage inclusion, such as our seven employee networks, CHORD (our race and ethnicity network), Mitie Women Can, Parents and Carers, Mitie Military, Proud to Be, Generations and Enable (our network dedicated to disability-related topics). These all encourage our colleagues to engage, educate, and have conversations around diversity, menopause and mental health.

For example, led by our women's network Mitie Women Can, we celebrate our own exceptional women at Mitie on International Women's Day.

We recognise the contribution that women make to Mitie with a unique Exceptional Women in Business Awards programme. Many members of Mitie's senior leadership team are involved in reverse mentoring programmes with the employee networks. We regularly hold Equality at Mitie Summits hosted by our CEO, which the whole company can attend and are an opportunity for colleagues to share best practice to improve inclusion and diversity, ask questions, raise concerns and input on Mitie's plans.

In early 2022, Mitie was again ranked 17th in the list of Inclusive Top 50 UK Employers, the fourth year we've been recognised as one of the UK's most inclusive employers. This demonstrates our continuous efforts to promote inclusion and diversity across the business.



Mitie continues to meet the challenges of the changing world of work, while working tirelessly to make a positive impact on the lives of its workforce.

David Plink,
CEO, Top Employers Institute

Count Me In – our award-winning D&I programme

We are driving inclusion at Mitie, and our bespoke Count Me In programme is creating a Mitie culture where everyone can bring their true selves to work. Since we launched, we've had over 23,000 inclusivity commitments from colleagues and we've experienced over 48,000 colleague interactions with the learning. The programme includes e-learning modules, workshops, coaching, gamification, team talks, social media engagement and a bespoke 360 feedback programme for our senior managers. We were delighted Count Me In won twice at the Business Culture Awards 2021 as 'Best diversity, equality and inclusion initiative' and 'Best learning initiative for business culture'.



Our awards showcase our dedication and commitment to creating an inclusive place to work. We will continue to do everything we can to ensure that Mitie is a place where every colleague feels they can bring their true selves to work.

Jasmine Hudson,
Chief People Officer



Community



We are an active part of the communities we operate in, supporting them through a wide range of volunteer and fundraising initiatives, and helping to deliver social value commitments not only for ourselves, but also for our customers.

In this section:

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- 35 Spotlight: Digital transformation in healthcare →
- 36 Supporting Armed Forces veterans →
- 38 How we give back to our communities →
- 40 The Mitie Foundation →
- 41 Spotlight: Supporting Jack to secure his first full-time job →



Mitie's alignment with the UN Sustainable Development Goals



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

Find out more about our social value framework

We are an active part of the communities where we operate, helping deliver social value commitments not only for Mitie, but also for our customers and neighbours. Haydn discusses our approach to working with our different communities.



How does Mitie work with its local communities?



We are an active part of the communities in which we operate – we help them improve by delivering social value commitments, for Mitie and for our customers. We support local communities through the delivery of our services, from employment and training to patient care in hospitals and reducing crime in our high streets. We also work voluntarily with our local communities in linkage to community groups.



Why is it important to have a communities focus?



Communities across the UK have faced significant challenges over the past few years. COVID-19 has had an indisputable impact on people's lives and the places within which they live and work. In parallel, the war in Ukraine has affected day-to-day life and the cost of goods and services, for example, perhaps more than we all imagined. Our work supports sustainable communities, from developing local supply chains to paying our people fairly, to alleviate the increasing cost-of-living crisis. We promote localism and have a clear Net Zero target that supports clean air ambitions and healthy and safe environments.



What are you trying to achieve?



We deliver social value in communities, through our own operations and on behalf of our customers. We improve lives, focusing on outcomes and the positive impact we can create. We integrate the Government's Social Value Model throughout our business, supporting its aims of helping local communities to recover from the impact of COVID-19, tackling economic inequality, fighting climate change, promoting equal opportunity and improving health and wellbeing. Doing this, we aim to address some of the major challenges in our local communities, in alignment with the broader UN SDGs.



**How will you get there?
What's your strategy?**



We are focused on developing partnerships with community leaders, including local government, hospital trusts, school and university leaders, and those who work in the emergency services sector. We engage with many place-based leadership groups – including political leaders, managerial (government, health and education sectors) leaders, and community leaders. We also interact with members of the public who use the buildings we deliver services within, such as hospitals, schools and business workplaces. We have some strong long-term relationships – but there's more we can do. Mitie has grown significantly over the past few years, and we want to expand our work in the public sector to support communities further. The decarbonisation agenda, linked to our core facilities management offering, is a real area of opportunity for us.



Our approach is founded on aligned values and sustainable outcomes to communities, and the people within them.



How does supporting communities help Mitie's own growth?



Our approach is founded on aligned values and sustainable outcomes to communities, and the people within them. It affords us sustainable profitable growth – removes risk, adds business continuity and helps create long-term partnerships. It also helps us attract and retain good people who want to work at Mitie. Our workforce, now and in the future, are increasingly interested in giving back to their communities, and we offer them that opportunity.

Q
&A

with
Haydn Scarborough,
 Business Development
 Director, Communities





SPOTLIGHT

Digital transformation in healthcare

How we are keeping John Radcliffe hospital running safely

In 2021, we won a new contract to provide cleaning, portering services and catering for patients and staff at the John Radcliffe Hospital in Oxford, which wanted to work with an innovative partner that could deliver real value and increase efficiencies. Worth £92.5m over five years, the contract has the option to extend for up to 15 years.

Our 700-strong team of cleaners, porters, catering assistants and ward hosts play a vital role in ensuring that the hospital's acute medical and surgical, trauma and intensive care services keep running, and support patients and clinical staff.

Embracing intelligent healthcare

Key to winning the bid to work at the John Radcliffe Hospital was our technology-led approach. We are introducing new systems across all services, including innovative task scheduling, prioritisation, and indoor location monitoring software. For jobs such as patient transfers or urgent cleaning, clinical teams can alert the closest available Mitie colleague. This will help efficiently manage clinical staff's time and tasks, improving the overall patient experience.

700

Our team of cleaners, porters, catering assistants and ward hosts at the John Radcliffe hospital

50%

Estimated cut in time taken to do urgent cleans thanks to modern technology

£92.5m

Value of Mitie's contract with John Radcliffe Hospital, over five years

Clever robot and sensor technology

We are installing sensor technology to monitor footfall, ensuring that the busiest parts of the hospital are prioritised for cleaning, as well as the introduction of autonomous scrubber-dryer robots, freeing up the team's time to focus on specialist tasks such as sanitising high touchpoint areas. The catering team is introducing an electronic meal ordering system to ensure only the correct number of meals are prepared each day, helping to cut food waste.



Mitie's collaborative approach to working in partnership with its customers is very much aligned with how we are delivering our fundamental activities of patient care, teaching and research. Together, we are working effectively to deliver the Oxford University Hospital NHS Foundation Trust's vision to be at the heart of a sustainable and outstanding, innovative, academic health science system.

Mark Harrison, PFI Programme Director, Oxford University Hospitals

Supporting Armed Forces veterans

We employ over 450 veterans and reservists, and our established programme helps ex-service men and women transition to civilian life and build a facilities management career.

Making facilities management work for our ex-Armed Forces

Veterans at Mitie make a positive difference every day. With their background in facilitating, resilience and ability to make things happen, they bring the right skillset and experiences that closely match facilities management skills. We are committed to ensuring that at least 2.3% of our people have a military background by 2025, above the average for the UK population.

We actively support the Armed Forces community, including veterans, reservists and family members of those in the forces. We have received the Gold Award for the Ministry of Defence's Employer Recognition Scheme and we've signed the Armed Forces Covenant, demonstrating our strong commitment to supporting the Armed Forces community.

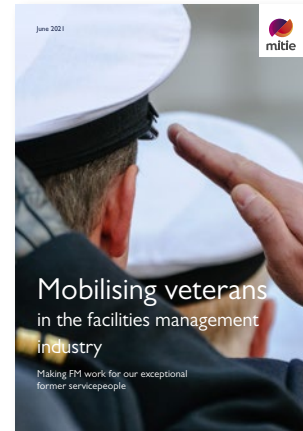


The Armed Forces community provides vital skills and knowledge to Mitie and the facilities management industry as a whole, and so it is only right that we support them in return.

Charlie Antelme,
Head of Defence,
Mitie



Find out more about our progress against our social value targets



Mobilising veterans in the facilities management industry

Making FM work for our exceptional former servicepeople

A natural career match

Last year, Mitie published 'Mobilising veterans in the facilities management industry', a report exploring how the facilities management industry supports Armed Forces veterans. Our research shows the facilities management sector is a good career fit for veterans, but the industry needs to better support our Armed Forces. Over two-thirds (70%) of former service members believe facilities management roles match their skillset. Many key skills developed in the military – reliability, ability to perform under pressure and professionalism – are a strong match with the facilities management sector.

2.9%

of our 7,000 testing centre employees come from an Armed Forces background, above the average working-age population of this group

Supporting veterans to find facilities management roles

Via the Mitie Foundation, our military partners Career Transition Partnership, Walking with the Wounded and Poppy Factory, we provide individuals leaving the Armed Forces as they transition from the military into civilian life with hands-on facilities management experience, so they can kickstart their career. We provide access to all Mitie vacancies on our careers page, created exclusively for people with a military background, to highlight potential career opportunities within facilities management, and support veterans preparing for applications and interview stage.

During COVID-19, testing centres have been an opportunity for Mitie to focus on local and diverse recruitment, with 2.9% of our over 7,000 testing centre employees coming from an Armed Forces background, above the average working-age population of this group.

77%

More than three-quarters of veterans would recommend a career in facilities management to other Armed Forces leavers

Supporting Armed Forces veterans
continued



Meet Mollie Green,
a veteran at Mitie

Why did you consider a role in facilities management?

Leaving the military wasn't planned and I wasn't sure what I wanted to do. I attended CTP events and found Mitie, which recruits veterans. There were so many opportunities at Mitie to use the skills I had learned in the military in a different way.

How did Mitie help you find a job?

Mitie had given me so many opportunities since I started on the test and trace contract; I went from working as a site lead to national development contract manager. I was then

offered a permanent position as a mobilisation manager for business services.

How does your new role match the skills you gained while serving in the Armed Forces?

You pick up varied skills in the military, including leadership, organisation and communication skills. All of these contribute well to working in a big facilities management business like Mitie.

Celebrating our
Armed Forces on
Remembrance Day

Together with the Royal British Legion, Mitie volunteers support poppy appeals across the UK through our Giving Back initiative. In 2021, we helped to raise £57,000 at London Waterloo, £50,000 at Birmingham Grand Central, £20,000 in Manchester and £10,000 in Leeds: "It was my first time volunteering, and I was overwhelmed with the public's response. The day flew by, thanking and exchanging war stories with our amazing veterans," says Paul Coates, Technical Manager North, Department for Transport, Central Government & Defence. More detail on our volunteer initiatives is on pages 38 and 39.

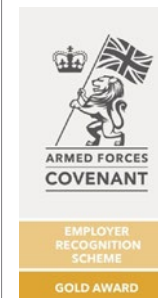


Encouraging our
suppliers to employ
veterans

We encourage our suppliers to work and engage with the veteran community. Every year, we run supplier engagement days across the UK attended by over 250 businesses, to explain the benefits of employing from within the Armed Forces community and how to better support these individuals.

Mitie Military –
a mission to improve
veterans' lives

Mitie Military is our employee network for veterans and reservists – a forum for colleagues to share their experiences. Its mission is to make life at Mitie better for veterans, their families and anyone with a connection to the Armed Forces, while supporting Mitie's organisational goals. We run events throughout the year, from large Remembrance Day ceremonies to small charity events. We arrange sports events and promote wellbeing through team discussion. We also encourage reservist physical and mental health checks and provide a safe environment for open discussion. More detail on our employee networks is on page 32.



How we give back to our communities

Mitie is committed to enriching the communities in which we proudly live and work. Through our Giving Back programme, our colleagues support local causes that matter to them and help to address inequalities within society.

Doing it well with charity partners

Our DoIT platform provides thousands of local volunteering opportunities for our people to support charities across the UK. The platform has a Mitie channel, which allows us to invite national and local charity partners to share their opportunities. Colleagues can use their volunteering hours to work with a cause aligned to their customers or one of their choices.

Target

Increase in volunteer paid hours to 23,680 by 2025

FY22 performance:

14,650

FY21: 8,099

Find out more about our progress against our social value targets

A responsible business with social value at its heart

As a responsible business, social value is at the heart of everything we do. We recognise our duty to support and positively impact our local communities. We achieve this by providing local employment opportunities, employee volunteering and by delivering environmental initiatives. We are proud to be part of our communities and to help deliver social value, not only for Mitie, but for our customers too.



Connecting with other people in a meaningful way improves social wellbeing, and doing good things makes people healthier and happier. Employee volunteering is a rewarding way for colleagues to improve their wellbeing, while positively impacting society.

James Kidby,
 Foundation Manager



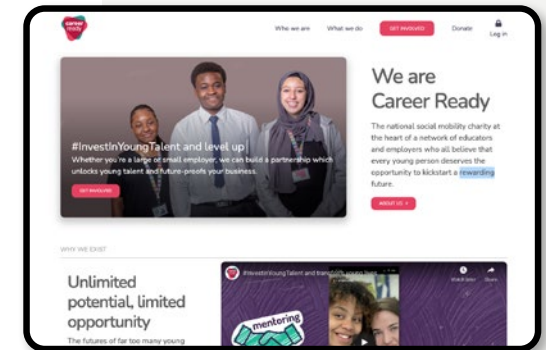
Giving back because we care

Giving Back is Mitie's employee volunteering programme, which actively encourages salaried Mitie colleagues to use their annual volunteering day to support local worthy causes and make a difference in our communities. Mitie has made a significant five-year pledge and we are consistently beating our targets. In FY22, we registered 14,650 hours (FY21: 8,099), with our people supporting different volunteering initiatives, from the Poppy Appeal to cleaning up our communities with the Mitie Big Spring Clean. The target for this financial year is 16,320 volunteering hours.

Our people have also continued to show their generosity throughout the year. In FY22, over £237,781 was raised for good causes, including for Macmillan Cancer Support and refugees from the crisis in Afghanistan.

Proud to give back!

Our non-funded national charity partners include British Heart Foundation, Career Ready and Macmillan Cancer Support, and offer our colleagues different volunteering opportunities. We also work with charity partners that address social inequalities and challenges facing our communities, with a focus on education and the environment.



We support Career Ready+, a social mobility charity, and have 18 students being mentored on this year's programme, including paid summer interns at Mitie. Paul Baum, National Account Manager at Mitie, won Career Ready's Mentor of the Year award in 2021, nominated by his mentee Jack Pounder, who says, "The confidence Paul has given me – as well as life skills that they don't teach at school – will always stay with me."

How we give back to our communities continued



In 2021, our Central Government & Defence team delivered workshops to over 800 students at Langdon Park School in East London, on equality and discrimination issues, as well as introducing them to apprenticeships and career paths in Mitie.



The annual Mitie Big Spring Clean campaign saw colleagues across the business roll up their sleeves, put on their high visibility jackets and wield their litter pickers across the UK in March 2022.

£237,781

raised for charity in FY22

14,650 hrs

volunteered to good causes by our colleagues in FY22

70%

of people successfully completing the Mitie Foundation's Ready4Work programme go on to sustainable employment



In February 2022, volunteers from our Essex County Council team and council colleagues planted 1,600 trees on Canvey Island in just two days.



Our Manchester City Council contract team helped deliver 214 coats and 17 pairs of shoes to schoolchildren in need through the Coats4Kids campaign, in December 2021, supporting local families facing financial hardship.



Mitie colleagues run events to help students and young people learn about career opportunities in facilities management. We host a range of workshops on different topics throughout the year, such as different operational working environments.

The Mitie Foundation

The Mitie Foundation has a close relationship with charity partners that helps match areas of need with the resources to tackle a range of challenges, to benefit both society and the Mitie Group.



To date, Mitie has invested over £2.7m in the Mitie Foundation

Creating employment opportunities and driving skills

The Mitie Foundation exists to break down perceived barriers to employment for disadvantaged groups within the communities in which Mitie operates. In doing so, Mitie attracts the best potential, enriching the diversity of our workforce as well as that of our customers.

Established in 2013, the Foundation is a registered charity focused on providing varied life opportunities for disadvantaged groups. Wholly funded by Mitie Group, the Foundation helps diverse people into sustainable, fulfilling employment, including long-term unemployed; disabled and those with learning difficulties; veterans; ex-offenders; and young people.



Creating bespoke training

The Foundation's initiatives support specific groups with tailored programmes to help them overcome the unique barriers they face:

- long-term unemployed
- disabled and those with learning difficulties
- veterans
- ex-offenders
- young people



Watch the video: We Are The Mitie Foundation

Meaningful work experience for those that need it most

Ready2Work is a collaborative initiative between the Mitie Foundation, Mitie, and the organisation's customers to facilitate rewarding work experience. We aim to break down barriers for people who may face difficulties securing employment, by offering a diverse range of enthusiastic and capable individuals the opportunity to gain work experience across Mitie and with our customers. Our tailored approach enables individuals to upskill and rebuild confidence within a supportive environment.

Together with our partner organisations and charities, there are three additional variations of Ready2Work: military, enable (for those with a disability or learning difficulties) and Beyond Bars (for ex-offenders). These programmes are tailored to the needs of candidates who face specific challenges in displaying their ability and potential.



The Ready2Work programme is simply an extraordinary adventure that has a tangible effect on all those connected to it.

Jan Srna
 Contract Manager,
 Hinchingsbrooke Hospital



The Mitie Foundation and Mitie Group Plc have long been a force for good. I'm proud of the joint role the Mitie Foundation and Mitie Group Plc play in shaping brighter futures through worthwhile employment.

Phil Bentley,
 Chief Executive Officer,
 Mitie

The Mitie Foundation
continued

SPOTLIGHT

Supporting Jack to secure his first full-time job



Before I joined Mitie I was on universal credit looking for a job. I had found it difficult to get one due to lack of work experience. My goal was to find a job in IT, but this wasn't proving very successful.

I was introduced to Mitie via the Foundation's Ready2Work programme – they've provided me with an SIA licence and given me my first full-time job. My advice to anyone who is considering taking part in the Ready2Work programme is to give it a chance. It completely surpassed my expectations, and it can lead to so many different opportunities.

Jack,
HMRC, Security Officer

Since its inception, the Foundation has delivered initiatives that help people find sustainable employment within their local communities. To date, 536 candidates have completed our Ready2Work programme, with 70% gaining a job afterwards. Our Giving Back programme has facilitated 22,749 hours of volunteering, with many of these dedicated to our programmes which focus on providing positive exposure to the challenges and benefits of contributing to a thriving work environment. In FY22, 36 people completed programmes, and we helped 135 people gain work, despite the impact of COVID-19 and lockdowns.

536

candidates have completed
our Ready2Work programme

70%

gaining a job afterwards



I'm proud of the joint role the Mitie Foundation and Mitie Group play in shaping brighter futures through worthwhile employment. Through the Foundation's initiatives, we help people to overcome perceived barriers and grow in confidence, supporting them back into sustainable employment.

Alexia Tsalkitzoglou,
Head of the Foundation,
Mitie Foundation

Demonstrating excellence as Ready2Work wins major industry awards

We are delighted that the Mitie Foundation won several major awards in 2021: Driving Social Inclusion in the Workplace category at the Employers Network for Equality and Inclusion (ENEI) Awards, for our flagship 'Ready2Work' programme; we also won UK Social Mobility's Recruitment Programme of the Year Award, which recognises how Mitie is making the advancement of social mobility a key part of our approach.



Responsible supply chain



Our 12,500 suppliers make a vital contribution to Mitie's performance. We work with SME and voluntary, charity and social enterprise (VCSE) suppliers, and encourage them to work collaboratively and responsibly, to positively impact their local communities through local procurement.

In this section:

- 43 Q&A with Shaun Carroll, Chief Procurement Officer →
- 44 Working with VCSE and SME suppliers →
- 45 Mitie's Supplier Management Framework →

Mitie's alignment with the UN Sustainable Development Goals



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

Find out more about our social value framework



Mitie has a robust and responsible supply chain engaged in creating positive social impacts. Shaun introduces Mitie's approach to working and engaging with our 12,500 suppliers.

Q & A

with
Shaun Carroll,
Chief Procurement Officer



Q

How is Mitie evolving its approach to working with suppliers?

A

We aim to make it easier for all our 12,500 suppliers to work with Mitie, whatever their size. Over the past year, we've transformed our supply chain to align the function more closely with the business, through business partnering, a new Centre of Supply Chain Excellence, and setting up a dedicated reporting and compliance team.

Our entire supplier journey is now digitised through our digital supplier platform, making it easier for our suppliers to do business with Mitie, and giving us better visibility. We've also upgraded our supply chain so we can better manage risk, reducing our exposure to high-risk subcontractors.

Q

What does Mitie mean by a responsible supply chain?

A

We expect our suppliers to follow our own high standards – our commitments are laid out in our Supplier Social Value Policy: we want our people to work safely, look after one another and be part of a supply chain that is growing responsibly. We want to work with suppliers and subcontractors that provide best value in terms of cost, quality, safety and risk management, that also meet our compliance criteria, uphold ethical business practices and comply with legislation. We have zero tolerance for unsafe working practices, discrimination, fraud, bribery, tax evasion and the facilitation of tax evasion or corruption.

Q

How do you engage with your suppliers?

A

To support our suppliers throughout their journey with us, we are expanding our channels of communication with them. In FY22, we launched mitiesupplier.com, which provides useful insights and information, including answers to FAQs, and gives our suppliers an opportunity to feed back. This is fundamental to jointly working better to deliver value. Last year, we launched our first NPS survey to our top 250 suppliers. We were delighted to see that our suppliers recognised our leadership in the ESG field.

Q

How does your Supplier Management Framework support your supplier relationships?

A

Our Supplier Management Framework (SMF) manages and assesses the performance of our strategic suppliers – it provides a consistent approach, identifies opportunities for improvement and tracks our progress. We achieved a 35% spend on our SMF management in FY22, forecast to reach 40% in FY25, with expected savings of £55m.

Q

How are you engaging Mitie's supply chain on environmental and ethical matters?

A

Through communications and close collaborative working, we share expectations, and align and improve ways of working with our suppliers to support our environmental and ethical objectives. We are committed to a science-based target and encourage our supply chain to set their own 1.5-degree-aligned carbon reduction targets. Our key suppliers have the greatest business impact, whether in terms of spend or risk. We collaborate with them to find opportunities to innovate and support environmental and ethical supply.



Working with VCSE and SME suppliers

Good supply chain management is about mutually beneficial relationships, driving the creation of decent work and broader economic considerations.

We support small and medium-sized enterprises, and voluntary, community and social enterprise (VCSE) organisations, through a range of initiatives.

Targets

Increase in spend with VCSEs to £2.25m by 2025

FY22 performance:

£1.14m

FY21: £447,500

Increase % spend with SMEs to 33% by 2025

FY22 performance:

50%

FY21: 29%

Find out more about our progress against our social value targets

Working with a wider group of suppliers

We are committed to balancing our £2.3bn procurement impact across our 12,500 suppliers, working with more small and medium-sized businesses (SMEs), and voluntary, charity and social enterprise suppliers (VCSEs). It helps us contribute more to our local communities, economies and vulnerable groups, tackle inequality, and increase supply chain resilience and capacity.

As part of our procurement transformation, over FY22 we reviewed our ways of working to ensure we support more diversely owned businesses in the supply chain. Diversity is embedded within our supply chain and we extend equal opportunities for SMEs, social enterprises and the community sector.

Over FY22, we've extended our work with existing diverse suppliers and SMEs, and welcomed new suppliers. We are working with SEUK and MSDUK to identify these suppliers so they can be included when we tender new requirements. The effectiveness of our inclusive approach is evidenced by the high percentage of diverse suppliers spend across Mitie.



Supporting our smaller suppliers

Mitie's SME initiatives level the playing field between small and large suppliers: we aim to issue more regional tenders, with smaller contract values that are more suitable for SMEs, advertise new opportunities more widely, including the use of LinkedIn, and offer training on how to complete bid responses, to encourage more SMEs to enter Mitie's supply chain.

Driving more value through innovation

In 2022, we introduced Coupa, our new digital supplier platform. It allows us to connect directly with our suppliers, creating a more efficient way of working. Coupa simplifies managing our SME and VCSE suppliers, as well as supporting better social value data capture and reporting. Our dedicated reporting and compliance team can provide Mitie with detailed breakdown across all spend, improving visibility and identifying new opportunities to include more VCSEs and SMEs in new opportunities with Mitie.

Accessing a more inclusive and prosperous supplier base

In July 2021, Mitie joined Minority Supplier Development UK (MSDUK), the UK's leading supplier diversity organisation that promotes business opportunities for innovative ethnic minority-owned businesses. Our membership allows us to access diverse suppliers and events, ensuring our supply chain promotes diversity and inclusion, and opening our access to more accredited diverse suppliers.

We are also part of Social Enterprise UK's (SEUK) 'Buy Social Corporate Challenge' to increase the amount we spend with voluntary, charitable and social enterprises. This allows supplier details to be verified within our database, ensuring they are flagged when appropriate and spend levels are reported. Mitie attends quarterly meetings with SEUK to discuss initiatives and highlight potential new suppliers to expand our VCSE supplier base. We also support SEUK 'Meet the Social Enterprise Supplier' events to identify potential new providers.



We recognise the value and contribution of our VCSEs and SMEs and have made changes to our ways of working to ensure we continue supporting more diversely owned businesses in our supply chain.

Marion Harding,
Head of Supply Chain and Procurement Performance

Mitie's Supplier Management Framework

Our Supplier Management Framework is our way of working with suppliers who are critical to our business success, and help us deliver social value and reduce our Scope 3 emissions.

Ensuring sustainability through our Supplier Management Framework

Our Supplier Management Framework (SMF) manages the performance of over 200 strategic partner suppliers, ensuring they align with Mitie's priorities in sustainability, including shared initiatives such as decarbonisation, and that they work towards increasing supply chain resilience and capacity.


Suppliers on the SMF undergo monthly reviews to ensure they continue to meet Mitie's standards and to identify any potential supply issues ahead, helping both prepare in advance for a stable supply. We engage with suppliers to get them on our Plan Zero journey and help us achieve our science-based targets. Over the past year, we've held more than 300 meetings covering issues including ESG, innovation, and health and safety, and jointly identifying opportunities for us to deliver additional value. Suppliers have provided positive feedback on this engagement and we will continue to extend this across the coming year.

Social value for suppliers

Mitie's expectations are set out in our social value for suppliers policy on mitiesuppliers.com. To become an approved Mitie supplier, all our partners must commit to meeting this policy, alongside other contractual and legislative requirements, and support and deliver against our responsibility and environment social value pillars.

Our SMF monitors performance progress against WISEQC metrics:

- ➔ Working together
- ➔ Innovation
- ➔ Service
- ➔ Ethical procurement and social value
- ➔ Quality and safety
- ➔ Cost

 To find out more, visit: mitiesuppliers.com

Target

Increase % of spend on Supplier Management Framework to 40% by 2025

FY22 performance:


35.63%

FY21: 30%

 Find out more about our progress against our social value targets

Mitie's Innovation Forum – a gateway for innovation development

At Mitie, we aim to be at the forefront of technology, pushing the boundaries of what technology can do to transform business. We strive to be the facilities management innovation leader, deploying new and innovative technology that drives efficiency, supports our Plan Zero Initiative, and delivers exceptional services to our customers. Our Innovation Forum is a quick and easy way for any supplier to let us know about their innovative technology-based product or solution. If successful, we partner with suppliers and the product is rolled out across our customers. Luxibel is one of our suppliers that provides sterilisation technology for Mitie's safe and healthy working environments. We are now rolling this out to trial with several Mitie customers.

 Find out more about our innovation



I'm severely immunocompromised and Mitie's investment in UVC in our offices played a part in my decision to join. This isn't just about clean air.

Nicola Mulford,
Marketing Propositions Manager,
Mitie

Collaborating on Plan Zero

Mitie is working with suppliers to understand their plans and identify opportunities to collaborate, including sharing Net Zero commitment and plans for carbon and water reduction. Several Mitie suppliers have committed to only use items that can be repurposed for the circular economy, aligning with our Plan Zero Initiative. We have a minimum weighting of 15% for ESG built into our new Digital Supplier Platform e-sourcing tool for new tenders.

 Find out more about our Plan Zero Initiative



Cutting environmental impact together with our suppliers

Over FY22, we worked with a stationery supplier to introduce several initiatives that reduce our carbon emissions and environmental impact. We have cut deliveries to a single trip per week for all locations to help reduce CO₂e emissions and fuel, and are packing orders together to reduce packaging. We are increasingly using recycled paper, reducing CO₂e by 2,918kg, electricity by 112,079 kilowatts and water by 544,091 litres. We've also started to use remanufactured inkjet and toner cartridges, saving 3,801 litres of water in FY22. These activities have diverted 1,474kg of waste from landfill.

We work with Future Office, a furniture supplier, which aims to recycle all old office furniture (from cradle to grave). Since 2019 we have sustainably recycled 6,859 items, diverting 216,441kg of furniture from landfill and saving 193,911kg/CO₂e.

Governance

We recognise that the way we govern ESG is critical to the long-term success of the business – not just how we manage our organisation, but also the impact Mitie has on the community and environment.

In this section:

47 Mitie governance →

52 ESG governance →



Mitie's alignment with the UN Sustainable Development Goals



- Structured governance and senior-level oversight of the whole ESG programme
- Act responsibly and show the highest levels of ethical and moral stewardship, while providing transparent and public disclosure of material impacts, progress, and targets
- Drive sustainable investment throughout the business and foster a culture of collaboration throughout the organisation and wider value chain

Find out more about our social value framework

Mitie governance

Effective corporate governance is fundamental to the way Mitie conducts business. By encouraging entrepreneurial and responsible management, it supports the creation of long-term, sustainable value for shareholders and stakeholders and contributes to wider society.

Derek Mapp,
Chairman

Terms of reference for Mitie's formal committees are available at www.mitie.com/investors/corporate-governance/

Mitie governance framework

Mitie's formal governance framework underpins our operations. In addition to the three main Board committees, Mitie has a Social Value & Responsible Business Committee, Disclosure Committee, and an informal Bid Committee.

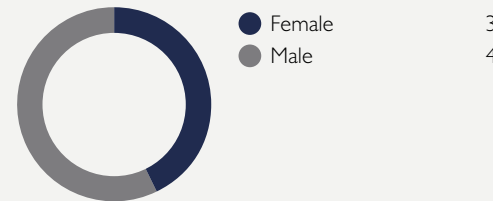
The Social Value & Responsible Business Committee is chaired by Baroness Coultie, an independent Non-Executive Director. Its members include a second independent Non-Executive Director, the Chief of Staff, General Counsel & Company Secretary, Chief Government & Strategy Officer, Group HR Director, Head of Media Relations, Managing Director of Business Services, and Managing Director of Care & Custody. The Social Value & Responsible Business Committee met five times during FY22. Its purpose is to drive the Group's social value and responsible business agenda and ensure the Group conducts its business in a commercially responsible way.

The Disclosure Committee is chaired by the Chief Executive Officer. Its members include the Chairman, Chief Financial Officer, Chief of Staff, General Counsel & 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 make recommendations about how and when Mitie should disclose that information in accordance with our disclosure policy.

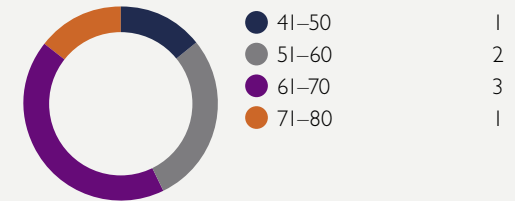
The Bid Committee is chaired by the Chief Executive. Its members include the Chief Financial Officer, Chief of Staff, General Counsel & Company Secretary, Chief Government & Strategy Officer, and members of the sales team. Its purpose is to consider material bid submissions and to determine whether such bids meet the Group's financial, commercial and legal objectives.

Mitie's Board composition

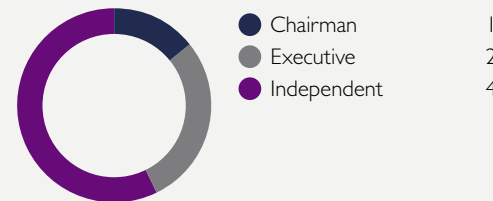
Gender diversity as at 31 March 2022



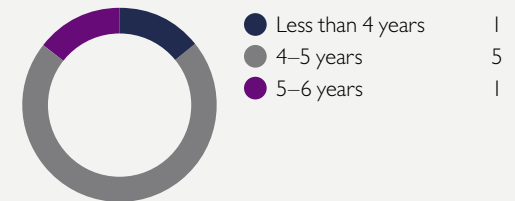
Director age range as at 31 March 2022



Director independence as at 31 March 2022



Director tenure as at 31 March 2022



Board

Nomination Committee

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

Audit Committee

Purpose: to monitor the integrity of Mitie's financial reporting, review the effectiveness of our internal controls, and evaluate the performance of the internal audit function and external auditor.

Remuneration Committee

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

Mitie Group Executive (MGX)

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

Business divisions

Business Services, Central Government & Defence, Communities, Technical Services, and Specialist Services.

Please see pages 104-130 in our 2022 Annual Report and Accounts for more details

Mitie governance
continued

Stakeholder engagement

The Board acknowledges the importance of forming and retaining sound relationships with all stakeholder groups. Accordingly, the Board reviewed and discussed the Group's key stakeholders along with the engagement mechanisms in place to ensure that they support effective, two-way communication. These are kept under periodic review to ensure ongoing effectiveness. The Board maintains a stakeholder map which is used to support the Board's reporting requirements, and more details on the Group's stakeholder engagement mechanisms can be found on pages 30–32 of the Annual Report and Accounts 2022. Details of stakeholder activities undertaken by the Board can be found on page 93 of the Annual Report and Accounts 2022. Details of activities undertaken by Jennifer Duvalier in her role as designated Non-Executive Director responsible for oversight of the Board's engagement with the workforce can be found on page 51.

Dialogue with shareholders

The Board is committed to ongoing and proactive dialogue with shareholders. A full programme of formal and informal events, institutional investor meetings and presentations is held throughout the year. This programme of shareholder engagement aims to ensure that Mitie's performance, strategies and objectives are clearly communicated to the investment community and provides a forum for institutional shareholders to address any issues. Mitie engages proactively with the investment community and sell-side and buy-side analysts, and accommodates requests for meetings and calls with senior management from existing and potential institutional investors. The programme is led by our Executive Directors, with support from the investor relations team.

The Board is regularly kept informed of investor feedback, stockbroker updates and detailed analyst reports. A Board report is prepared by the Group IR Director for every Board meeting. The Chairman is responsible for ensuring that the Board is made aware of any issues or concerns of major shareholders, and the Chairman and Senior Independent Director are available to meet with shareholders upon request. Committee chairs seek engagement with shareholders on significant matters related to their area of responsibility.

During FY22 the Chairman, accompanied by at least one Non-Executive Director, met all of Mitie's top shareholders, accounting for c. 80% of share capital.

Resources for shareholders and other stakeholders

Mitie has a specific area dedicated to investor relations on our website (www.mitie.com/investors) including information detailed below:

- Latest results including half-year and full-year results presentations
- Financial reports and calendar
- Shareholder information
- Share price tools
- Corporate governance information
- Regulatory announcements

Culture at Mitie

Culture at Mitie is underpinned by its purpose: Our expertise, care, technology and insight create amazing work environments, helping our customers be exceptional, every day.

Mitie is a people business, offering facilities management services that are driven by Mitie colleagues. Mitie's vision is to be the destination employer in the facilities management industry, creating a great place to work, and a truly

inclusive culture where our people are supported to achieve their potential. Further detail can be found in the People section of our 2022 Annual Report and Accounts.

All directors lead by example and promote the desired culture.

Alignment of remuneration and culture

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

Find out more about our Real Living Wage commitment

Promoting equality, diversity and inclusion

Mitie is committed to promoting equality, diversity and inclusion, eliminating discrimination 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 Inclusion Policy. Colleagues are encouraged to report any behaviours that they believe do not comply with the policies or do not meet the standards of conduct expected at Mitie.

Channels for raising concerns include Mitie's independent whistleblowing service, line managers, People Support or directly with the Chief Executive via email to Grill Phil. Mitie's award-winning conscious inclusion development campaign, Count Me In, is available to all colleagues and continued throughout FY22. During the year we incorporated a new module, 'Inclusive Leader', into Mitie's Licence to Lead

programme. The new module explores what inclusivity is and why it is important in leadership, and identifies practical steps leaders can take to create an inclusive culture.

Find out more about our ED&I initiatives

Gender breakdown

At 31 March 2022	Male	Female	Total	% Male	% Female
Board	4	3	7	57%	43%
Senior leadership team	65	20	85	76%	24%
Employees	42,429	29,680	72,109	59%	41%

Mitie governance

continued

Net Promoter Score (index)

Rebased to include Interserve

15pt

improvement

FY22		+39
FY21		+24

Description

Customer Net Promoter Score (NPS) continues to be an important metric for Mitie in understanding a customer's overall satisfaction with the quality of services provided and a willingness to recommend our products and services to others.

This year, Interserve customers were included in the survey with the overall score weighted by business revenue contribution. The survey captures feedback from 1,161 customers.

Our achievement

Mitie's overall NPS score for FY22 is +39, an improvement from the revenue weighted +24 rebased score determined for FY21. This score reflects an increased NPS from Mitie 'SAM' customers to +60 while the Interserve customer NPS score has improved from -18 to +13.

Please see pages 18–19 in our 2022 Annual Report and Accounts for more details

Employee engagement (%)

50%

5ppts lower than previous year

FY22		50%
FY21		55%
FY20		46%
FY19		45%
FY18		33%

Description

The Group's success is underpinned by the way Mitie leads and engages with its people. The employee engagement (Upload) survey asks colleagues at Mitie how they feel about working within the organisation, and what improvements could be made. This is followed by the 'You Said, We Did' campaign to demonstrate actions undertaken in response to feedback. Beyond the annual survey, senior management meet employees throughout the year at roadshow conferences across the UK and members of the senior leadership team engage with frontline colleagues.

Our achievement

The Upload survey took place from April to May 2022. This year the participation rate rose positively by 7% to 47%, compared with last year, with over 30,000 colleagues taking part. The employee engagement score was 50%, which was a 5% decrease compared with last year's survey. This aligns to global trends, where large organisations saw a positive increase in engagement during the COVID-19 pandemic, followed by a fall this year in engagement levels post-pandemic. Engagement levels have risen overall since FY18, when the engagement level was 33%.

Employee turnover

7%

increase from previous year

FY22		19%
FY21		12%
FY20		16%
FY19		20%
FY18		17%

Description

Mitie measures the number of employees leaving us voluntarily over a 12-month period against our overall headcount. Voluntary attrition has been a focus area for a number of years as we strive to become the 'Employer of Choice' in the facilities management industry.

The data for FY21 and earlier is for Mitie prior to the acquisition of Interserve.

Our achievement

During FY22 across the UK there was a greater trend towards employees leaving than seen in previous years. Mitie saw this too, with employee turnover increasing to 19%, which was only a little higher than pre-COVID levels of 16%. This was helped by our great benefits package, including Virtual GP access for all colleagues and those in their household, life assurance for all colleagues and salary advance (the ability for our people to access their pay before payday).

How the Board assesses and monitors culture

Mitie's core values help define the behaviours of its people and underpin its vision of the exceptional, every day. 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.

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

In March 2022, all Board members attended an in-person Town Hall event to speak to employees face to face. Jennifer Duvalier, Mitie's designated Non-Executive Director responsible for workforce engagement, also undertook a full programme of in-person and virtual employee listening sessions throughout the year.

Several all-employee virtual events were held throughout FY22 by the Executive Directors and members of the MGX, some of which were also attended by Non-Executive Directors. Virtual events held included the ability for employees to ask questions of management via a chat box (anonymously if preferred).

Whistleblowing

Mitie has an independent whistleblowing service, 'Speak Up', to enable employees, customers, suppliers and third parties to report any concerns or wrongdoing anonymously without any fear of retaliation. During FY22, the Group moved to a whistleblowing service platform, EthicsPoint, which is managed by an independent third-party service provider, Navex Global. The service can be accessed via a freephone hotline

Mitie governance

continued

number and a web portal, details of which are made available to employees in multiple languages via workplace posters, our Employee Handbook, intranet and MitiePeople.com. The service can also be accessed by customer and supplier personnel, and 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, minimising the risk of conflicts arising. All reports are copied to and reviewed by a central Whistleblowing Investigation Group, which includes 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 to the Board includes details of incident reports received in the period between meetings as well as details of ongoing investigations. The introduction of EthicsPoint has provided improved reporting capabilities, including the ability to report by business division and by investigation status/outcome. This improved functionality enhances the Board's ability to effectively track the progress of investigations and to monitor and address trends across individual business units and the Group.

QHSE/LiveSafe

The health and safety of its people is the highest priority for Mitie as a business. Mitie is constantly striving to develop a zero-harm workplace. Coordinated by Mitie's QHSE team, the LiveSafe programme was launched in December 2018. This highlights the importance of workplace safety and was developed so we can constantly improve QHSE performance across the business.

During FY22, the Board was updated on Mitie's first 'LiveSafe Zero Harm Week', with QHSE leaders across Mitie taking to the virtual stage to highlight QHSE focus areas, including mental health, wellbeing, environmental compliance and fleet safety. Mitie colleagues were invited to get involved by joining events and sharing safety stories.

Colleagues' perception of workplace safety at Mitie is high, with four in five colleagues who responded to Mitie's annual employee engagement survey agreeing that it is important at Mitie.






A non-financial QHSE KPI is included in Mitie's reporting: the lost time injury frequency rate.

Lost time injury frequency rate

Per million hours worked

0.7

increase from previous year

FY22		3.55
FY21		2.85
FY20		3.94
FY19		6.08
FY18		6.13

Description

We are committed to keeping our people safe and continue to focus on improving safety performance. Our overriding objective is to make Mitie the safest place to work in the facilities management industry, because we care, value and protect our people, the environment and society.

Our injury rate is just one measure to monitor our progress towards zero harm and includes all injury severities.

Our achievement

Mitie's commitment to ensuring near-misses and hazardous conditions are reported has helped lower the number of injuries. It means potential accidents are caught before things escalate, enabling risks to be mitigated. As we returned to operations post-COVID, we expected to see an increase in our injury frequency rates – however, the FY22 score remains below that of the last pre-COVID score of 3.94 in FY20.

Task Force on Climate-related Financial Disclosures (TCFD)

Board oversight of climate-related risks and opportunities

Both the Board and the Social Value & Responsible Business (SVRB) Committee have oversight of climate-related risks and opportunities.

At each Board meeting, the Chair of the SVRB Committee provides an update, which includes an overview of each SVRB Committee meeting and any recommendations requiring approval by the Board.

Derek Mapp, Chair of the Board, joined two SVRB Committee meetings during FY22 and, with effect from 1 April 2022, Salma Shah, independent Non-Executive Director, was appointed as an additional member.

All members of the Board have access to SVRB Committee meeting papers via an electronic Board portal.

In line with our strategic and operational focus on ESG, we have been aligning our processes with the recommendations of the TCFD and will continue to develop our policies, processes and disclosures in line with the TCFD recommendations. We have considered our 'comply or explain' obligations under the UK's Financial Conduct Authority Listing Rules in the 2022 Annual Report, the principles with which we fully or partially comply. We are fully compliant with eight out of the 11 recommendations for the year ended 31 March 2022.

 Please see pages 46–49 in our 2022 Annual Report and Accounts for more details

Mitie governance

continued

Designated NED for workforce engagement



Jennifer Duvalier is Mitie's designated Non-Executive Director responsible for oversight of the Board's engagement with the workforce. Jennifer participates directly in employee engagement initiatives and carried out a full programme of activities during FY22. Jennifer encourages colleagues to share their views and champions their voice in Board discussions.

Why Jennifer?

Prior to joining the Board in 2017, Jennifer had a long career in HR working in several large, people-driven companies going through real transformation. Jennifer brings this wealth of experience to Mitie and therefore the Board considered Jennifer to be the Board member most suited to becoming Mitie's designated Non-Executive Director for workforce engagement.

Jennifer's thoughts

"I have always come away from my visits, in person and virtual, with a very strong and positive impression of how dedicated our frontline colleagues are to supporting our customers, in very challenging circumstances, and I emphasise this to my Board colleagues in my reports back to them.

"Given that Mitie is the sum total of our people, this commitment is such a source of strength, and is to be valued as highly as our other assets."

Board expectations

The Board is at the forefront of the journey to make Mitie a 'great place to work' and is keen to understand the views of all employees and the impact its decisions have on them.

Jennifer engages with the workforce on behalf of the Board and provides a channel for colleagues in the boardroom. Jennifer regularly shares what she has heard and learned with the Board at Board meetings, using her insights to add an important perspective to discussions and decisions. This ensures employee voices are heard and considered as the Board makes decisions that influence the future of Mitie.

A summary of Jennifer's discussions is also shared with the Board ahead of meetings and, where there are specific matters raised, with members of senior management to ensure those matters are considered and appropriately addressed.

Jennifer's site visits

Jennifer's role as designated Non-Executive Director for workforce engagement is supported by members of Mitie's HR team. The team approaches account directors and managers from across the Mitie business to ask if they would like to host Jennifer at their site.

Details of actions taken in response to feedback received by Jennifer are shared across Mitie's internal communication channels, including MiNet and Recap newsletter. In these communications, colleagues are also encouraged to get in touch if they would like to arrange a visit with Jennifer for their site.

While each event varies in structure, generally Jennifer has a tour or receives an overview of the site and a one-to-one meeting with managers followed by an informal session with the site teams without managers present. No specific topics for discussion are provided in advance, though site teams are advised that Jennifer would like to hear from them about their experience of working at Mitie, whether they have any challenges, concerns or ideas for improvement, and the things that they consider Mitie does well.

Jennifer Duvalier's activities

2021

Apr	Virtual listening session with Network Rail colleagues
Jun	Virtual listening session with Falkland Islands colleagues Virtual listening with Thales colleagues
Sept	Visit to Manchester TSOC and dinner with Technical Services leadership team
Oct	Virtual listening session with GSK (Ware and Barnard Castle) colleagues
Nov	Virtual listening session with Lloyds Banking Group (Edinburgh) colleagues

2022

Jan	Virtual listening session with University College London Hospital (UCLH) colleagues
Feb	Listening session with frontline colleagues on reward and executive remuneration
Mar	International Women's Day 'Exceptional Women in Business' event at Manchester TSOC

Jennifer's activities

The Board considers it important that employee views are heard through several mediums, including feedback from managers, surveys, internal communications and digital channels (such as Yammer), to develop a positive culture across the business.

Therefore, as well as the site visits and virtual listening sessions noted opposite, Jennifer is fully involved in a range of other activities, including analysing the feedback from Mitie's Upload surveys and Pulse surveys, championing employee voice events for the Board and senior management, spending time with HR teams, attending listening and virtual Q&A events, and inviting employees to contact her directly via her Mitie email address.

During the COVID-19 pandemic, Jennifer continued her work by hosting numerous virtual meetings with employees.

Why the role adds value (over and above other employee engagement mechanisms)

In carrying out her role, Jennifer meets people across the business and listens to their views and experiences to understand first-hand what they value about Mitie and what they would like to be different. Being a member of the Board, Jennifer is also able to instil confidence that employees' views are being heard at the highest level of the organisation. In analysing the feedback received from Jennifer, the Board can quickly identify any recurring concerns across the business and provide assurance that these will be managed effectively and efficiently.

Jennifer's learnings and how the Board has responded

Themes identified from Jennifer's listening sessions include:

- 🎯 Benefits and recognition
- 🎯 Technology and access to systems
- 🎯 Training and career progression
- 🎯 Communications

The wider Board will join Jennifer Duvalier in running listening sessions during FY23.

ESG governance



We've made great strides at embedding sustainability and social value across Mitie, and are dedicated to driving this further. Our award-winning Plan Zero Initiative and Ready2Work programmes are a testament to the value we are adding to communities in protecting our environment and creating employment opportunities for underrepresented groups.

Baroness Couttie,
Chair of the Social Value & Responsible Business Committee

Social Value & Responsible Business Committee

The Social Value & Responsible Business (SVRB) Committee provides oversight and governance for all of Mitie's social value and responsible business initiatives, ensuring they are aligned to Mitie's purpose, promises and values.

The key responsibilities of the SVRB Committee are to:

- Drive the social value and responsible business agenda on behalf of Mitie
- Ensure that Mitie conducts its business in a commercially responsible way to achieve maximum positive impact on the communities, people and the environment in which it works
- Benefit Mitie's customers, colleagues and shareholders

Management's role in assessing and managing climate-related risks and opportunities

Due to the action-oriented nature of the SVRB Committee, a significant proportion of its membership comprises members of the MGX and senior management. As at 31 March 2022, four SVRB Committee members were members of the MGX.

A governance framework comprising the Plan Zero Working Group, Plan Zero Steering Group, the SVRB Committee and the Board ensures that climate-related risks and opportunities are appropriately assessed and managed at Mitie. Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities) is maintained by Jason Roberts, Group Director for Sustainability & Social Value, who is a regular attendee of the SVRB Committee and Chair of the Plan Zero Steering Group. Senior members of the finance team distribute the document to all business areas for them to review business and operation-specific risks and opportunities.

SVRB Committee members

At the date of this report and throughout FY22, the SVRB Committee included:

Chair:

Baroness Couttie

Non-Executive Director

Members:

Salma Shah

Non-Executive Director

Peter Dickinson

Chief of Staff, General Counsel & Company Secretary

Jasmine Hudson

Chief People Officer

Claire Lovegrove

Head of Media Relations

Danny Spencer

Managing Director of Care & Custody

Jason Towse

Managing Director of Business Services

Simon Venn

Chief Government & Strategy Officer

Governance framework

Board

The Board has overall responsibility for sustainability, environmental and climate-related matters, including TCFD risks and opportunities. The Board reviews climate-related risks and opportunities as part of its principal risks and business strategy considerations.

Social Value & Responsible Business Committee

The SVRB Committee has oversight for sustainability, environmental and climate-related matters, including TCFD risks and opportunities. It reviews and approves Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities) following its approval by the Plan Zero Steering Group and receives regular updates on outputs from Plan Zero Steering Group meetings.

Plan Zero Steering Group

The Plan Zero Steering Group meets quarterly and reports to the SVRB Committee. Its members include Managing Directors of Mitie's business divisions and senior members of the finance team. Its key responsibilities include to:

- Oversee and direct the Plan Zero Working Group
- Deliver Plan Zero solutions and opportunities to Mitie's customers
- Review and mitigate identified climate-related risks
- Realise climate-related opportunities
- Review and approve Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities)

Plan Zero Working Group

The Plan Zero Working Group meets monthly and reports to the Plan Zero Steering Group. Its members include ESG team members and operational managers from across the Group. Its key responsibilities include to:

- Identify and deliver actions to achieve Plan Zero objectives
- Develop, review and update Mitie's Climate Change Risk Assessment document (TCFD risks and opportunities)

Data



In this section:

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- 55 Disclosing our greenhouse gas (GHG) emissions →
- 57 Environmental data →



Progress against our social value targets

Our social value pillars each have specific targets set each year, covering different areas of Mitie. These also contribute to our Plan Zero ambitions. We are proud to be delivering on all our targets this year. Mitie's services positively benefit the world, enhance lives and assure a better, more sustainable future.

	Target	Actual	Target		
	FY22	FY22	FY23	FY24	FY25
Environment					
CO ₂ e emissions (tonnes) *baseline data has changed due to the acquisition of Interserve and the subsequent addition of buildings, fleet etc.	25,230	23,661	20,300	13,340	5,220
% of fleet zero carbon	30	33	45	65	85
Waste to landfill (tonnes)	250	19	100	50	0
People					
% of employees where Mitie control salary paid Real Living Wage	100%	100%	100%	100%	100%
% of employees through apprenticeship scheme	3.0	3.55	3.5	4.3	5.0
% of women on senior leadership team	25	24.42	35	35	40
% of racially diverse colleagues on senior leadership team	3	8.14	10	10	20
Community					
Volunteer paid hours	12,400	14,650	16,320	20,720	23,680
Health and wellbeing training hours delivered	4,960	5,520	8,169	11,840	14,800
Armed Forces recruitment *This target relates to maintaining Armed Forces recruitment at a percentage of 0.5% above population average	2.48%	4.04%	2.43%	2.39%	2.34%
Responsible supply chain					
Spend with VCSEs	£0.75m	£1.14m	£1.5m	£2m	£2.25m
% of spend with SMEs (Group: commit to maintain public sector % SME spend above 33% target)	30	50	31	32	33
% of spend on Supplier Management Framework	35	35	37	39	40

Disclosing our greenhouse gas (GHG) emissions

At Mitie, we see the climate emergency as a business-critical issue that needs to be addressed within our operations. Our industry-leading 'Plan Zero' commitment sets a clear pathway on how we will decarbonise our business and reach Net Zero carbon emissions by 2025 (Scope 1 and 2).

Plan Zero focuses on three key areas:

- ➊ Eliminate carbon emissions from power and transport
- ➋ Eradicate non-sustainable waste
- ➌ Enhance inefficient buildings to meet the highest environmental standards

Our 2025 target accounts for Scope 1 and 2, and this year we will be submitting our plan to the Science-Based Target initiative for verification to include emissions from our supply chain that incorporates our Scope 3 Net Zero target of 2035.

UK emissions	FY22	FY21	% change from previous year
Total Scope 1 (tCO₂e)	19,414	18,719	4%
Emissions from fuel combustion across our fleet	19,371	18,557	4%
Emissions from gas combustion in our occupied buildings	43	162	-73%
Total Scope 2 (tCO₂e)	1,182	486	143%
Emissions from the purchase of electricity across occupied buildings (location based)	307	464	-34%
Emissions from electricity consumption across our EV fleet	875	22	3,877%
Total Scope 1 & 2 (location based)	20,596	19,205	7%
Total Scope 1 & 2 (market based)	20,289	18,741	8%
Intensity – emissions ratio			
tCO ₂ e/£m revenue (Scope 1 & 2)	5.28	8.98	-41%

* The table above states our Scope 1 and 2 emissions as detailed in our Annual Report 2022.

* Reported data covers company emissions and energy consumption that occurs within the UK for Mitie (including Interserve).

* Refrigerant data has been excluded due to challenges obtaining accurate data on landlord managed sites; this is considered immaterial.

* Total greenhouse gas (GHG) emissions are reported using the financial control approach.

* Our methodology aligns with Defra's environmental reporting guidelines and uses the Government's greenhouse gas reporting conversion factors to quantify emissions.

* Our carbon emissions are independently verified in accordance with ISO14064-1.

Like-for-like analysis highlights that Mitie's absolute emissions have slightly increased by 8% (market-based); however, emissions intensity has decreased by 41%. The increase on the previous year is due to the significant reductions in FY20/21 because of the COVID-19 lockdowns and travel restrictions and it is noted that Mitie has continued to maintain reductions based on pre-COVID figures. The considerable reduction in intensity can be attributed to the increase in company size and higher revenue values, highlighting that we are operating more efficiently with regards to our energy consumption.

Mitie is seeing a 73% reduction in natural gas for heating, in line with our Plan Zero policy to remove gas-fired heating from the built estate and transition to low-carbon heat pump technology. Emissions from electricity in our

built estate have reduced by 34% through optimisation measures and we are seeing a significant increase in electricity emissions for our electric vehicle (EV) fleet as we transition further to an all-electric fleet. Mitie has doubled the EVs in service since last year and currently has 2,217 in operation (33% of the fleet), and this initiative will continue to eliminate our Scope 1 emissions from diesel.

In this reporting year FY21/22, Mitie has recorded commuting and working from home emissions for the first time, adding 714 tonnes of carbon to our total. Overall, we continue to beat our carbon reduction targets set as part of our Plan Zero Initiative.

Disclosing our greenhouse gas (GHG) emissions

continued

Resource	Details	Scope	Units	18/19 Baseline Totals	19/20 Annual Total	20/21 Annual Total – COVID Year	21/22 Annual Total	% Change vs. Baseline	% Change vs. Previous Year
Transport Fuel	Fleet	Scope 1	tCO ₂ e	27,513.63	26,162.21	18,556.73	19,371.28	-30%	4%
Gas	Mitie Supplies		tCO ₂ e	541.82	279.02	162.23	42.95	-92%	-74%
Electricity	Mitie Supplies – Generation	Scope 2	tCO ₂ e	857.08	612.90	463.62	307.09	-64%	-34%
Transport Fuel	Electricity		tCO ₂ e		18.21	22.02	875.32	0%	3,875%
Electricity	Mitie Supplies – T&D Losses	Scope 3	tCO ₂ e	73.06	52.04	39.87	84.61	16%	112%
Electricity	Landlord Supplies – All		tCO ₂ e	188.00	486.23	254.84	649.01	245%	155%
Gas	Mitie Supplies – Upstream		tCO ₂ e	75.31	36.29	21.10	48.74	-35%	131%
Gas	Landlord Supplies		tCO ₂ e	119.00	436.08	378.63	243.73	105%	-36%
Water	All		tCO ₂ e	31.03	38.95	9.18	0.65	-98%	-93%
Landfill Waste	From Landlord Sites		tCO ₂ e	220.57	220.57	5.42	8.82	-96%	63%
EFW & Recycled Waste	From Mitie-controlled Sites		tCO ₂ e	7.81	7.81	6.60	7.44	-5%	13%
Transport Fuel	Fleet – Upstream		tCO ₂ e	6,530.59	6,254.86	4,469.51	4,871.63	-25%	9%
Transport Fuel	Expensed – Upstream		tCO ₂ e	1,093.00	1,518.76	690.44	-		
Transport Fuel	Electricity		tCO ₂ e		1.55	1.89	29.56	0%	1,463%
Business Travel	Rail		tCO ₂ e	299.09	299.09	24.06	166.53	-44%	592%
Business Travel	Air		tCO ₂ e	407.83	407.83	33.04	279.69	-31%	746%
Hotels	Hotel Stay		tCO ₂ e	423.67	423.67	403.87	832.25	96%	106%
Commuting	Commuting Survey		tCO ₂ e	767.41		767.41	310.21	-60%	-60%
Working From Home	Working From Home		tCO ₂ e	93.08		93.08	403.44	333%	333%
Transport Total	All	All Scopes	tCO ₂ e	35,844.14	34,643.93	23,797.69	25,594.01	-29%	8%
Gas Total	All		tCO ₂ e	736.14	751.38	561.96	335.42	-54%	-40%
Electricity Total	All		tCO ₂ e	1,118.14	1,151.18	758.33	1,040.71	-7%	37%
Waste Total	All	Scope 3	tCO ₂ e	456.76	228.38	12.02	16.26	-96%	35%
Water Total	All		tCO ₂ e	31.03	38.95	9.18	0.65	-98%	-93%
Total by Scope		Scope 1	tCO ₂ e	28,055.45	26,441.23	18,718.96	19,414.23	-31%	4%
Total by Scope		Scope 2	tCO ₂ e	857.08	613.98	485.65	1,182.41	38%	143%
Total by Scope		Scope 3	tCO ₂ e	8,816.91	10,182.27	7,198.95	7,936.33	-10%	10%
Total		All Scopes	tCO ₂ e	37,729.44	37,237.49	26,403.56	28,532.97	-24%	8%
Total	3 (excluding upstream)	Scope 3	tCO ₂ e	411.09	1,241.69	694.55	3,064.69	646%	341%
Scope 1, 2 & 3 Excluding Upstream		All Scopes		29,323.62	28,296.90	19,899.16	23,661.33	-19%	19%
Intensity	Employee	Scope 1&2	tCO ₂ e/employee	0.55	0.52	0.37	0.31	-43%	-14%
Intensity	Revenue	Scope 1&2	tCO ₂ e/£m	14.46	12.18	8.98	5.28	-63%	-41%
Intensity	Water	-	m ³ /employee	0.5587	0.7052	0.5095	0.0670	-88%	-87%
Intensity	Water	-	tCO ₂ e/employee	0.0006	0.0007	0.0002	0.0100	1,475%	5,594%
Intensity	Water	-	tCO ₂ e/£m	0.0155	0.0175	0.0043	0.1679	982%	3,812%
Intensity	Created Waste	-	tCO ₂ e/employee	0.0129	0.0141	0.0061	0.0056	-57%	-9%

Environmental data

Further details on our environmental performance can be found in the table opposite.

	FY22	FY21	% change from previous year
Electricity consumed across occupied buildings (kWh)	4,502,916	2,995,119	50%
Gas consumed across occupied buildings (kWh)	1,554,794	2,704,585	-43%
Fuel used by vehicles for business travel (kWh)	82,848,214	85,980,058	-4%
Electricity used by EVs for business travel (kWh)	4,122,667	259,495	1,489%
Total organisational energy consumption (kWh)	93,028,591	91,939,257	1%
Water consumed across occupied buildings (m ³)	4,396	26,699	-84%
Total waste generated across occupied buildings (tonnes)	368	321	15%
Total waste to landfill (tonnes)	19	12	58%
Energy from waste	135	85	59%
Total waste recycled (tonnes)	214	224	-4%
Recycling rate	58%	70%	-12%

About us

Our expertise, care, technology, insight and focus on sustainability create amazing work environments, helping our customers to be exceptional, every day.

In this section:

59 Our business divisions →

60 Awards and accreditations →

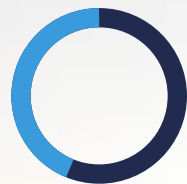


Our business divisions

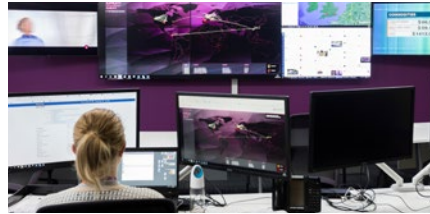
Our customers range from banks and retailers, to hospitals, schools and government entities.

Customer breakdown FY22

Revenue from continuing operations



FY22	%
Public sector	59
Private sector	41
FY22 Business division revenue	
Business Services	38
Central Government & Defence	17
Communities	12
Technical Services	24
Specialist Services	9



Business Services

We keep some of the UK's biggest companies across a diverse range of sectors (including financial and professional services, manufacturing, telecoms, retail and transport) clean, safe and secure.

- ➔ Cleaning
- ➔ Security
- ➔ Office services



Technical Services

Provides the full range of key technology-backed engineering, maintenance, repair and mechanical and electrical systems project activities, energy, carbon and water management services, air-conditioning/disinfection solutions and digital workplace services.

- ➔ Engineering services
- ➔ Projects
- ➔ Decarbonisation



Central Government & Defence

A market leader in the provision of facilities management services to central government departments in the United Kingdom and Europe, and the Ministry of Defence in the United Kingdom and deployments overseas.

- ➔ Cleaning
- ➔ Security
- ➔ Office services
- ➔ Engineering services
- ➔ Decarbonisation



Specialist Services

Care & Custody

Provides high-quality, critical public services in immigration, criminal justice and secure healthcare.

Landscapes

A top five UK provider of landscaping, focused on both horticultural and winter services.

Waste

A leading national waste management business providing innovative waste reduction and treatment solutions.

Spain

Provides a full range of services to customers throughout Spain, from cleaning and catering to security.



Communities

A leading provider of mostly integrated facilities management services to devolved public sector customers, with a focus on community environments in healthcare, schools and universities, emergency services and local authorities.

- ➔ Cleaning
- ➔ Security
- ➔ Catering
- ➔ Engineering services
- ➔ Decarbonisation
- ➔ Portering

Awards and accreditations

An award-winning year – one to be proud of

We've had an award-winning year, and we are delighted our efforts to reduce our environmental impact and achieve equality, diversity and inclusion (ED&I) are being nationally recognised by leading industry bodies. Winning these awards is testament to the hard work and dedication of our teams, showing their commitment in delivering the exceptional, every day.

In FY22, we won prestigious industry awards for many different initiatives, from our focus on electric vehicles to our ED&I programmes.



Fleet of the Year (more than 1,000 vehicles) at the Fleet News Awards.

Outstanding Achievement at the Green Fleet Awards.

[Find out more about our work in EVs](#)



Top Employer accreditation for the fourth year in a row.

[Find out about how we support our people](#)

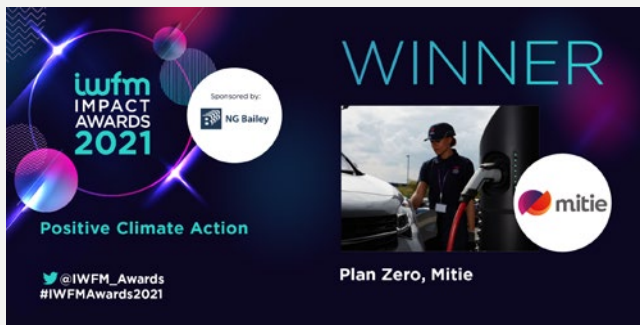


Won two social mobility awards for the Mitie Foundation: enei 'Driving social inclusion in the workplace' and Social Mobility's Recruitment Programme of the Year award.

[Find out more about our charity the Mitie Foundation](#)



Won Sustainable Company of the Year for our work with Co-op at the Cleaning Excellence Awards.



IWFM facilities management award for Positive Climate Action.

[Find out more about Plan Zero](#)

Edie Sustainability Award for our Fleet Management Initiative.



Best Diversity, Equality & Inclusion Initiative, and Best Learning Initiative for Business Culture for Mitie's Count Me In programme.

[Find out more about our ED&I approach](#)

Awards and accreditations
continued

Our social and environmental commitments

We are committed to supporting our people and protecting our planet, spreading awareness of key issues and encouraging other companies to use their voice. They also give us a platform to share our expertise in these areas, from conducting our decarbonisation in-house, we can then ensure maximum impact by sharing these learnings with others.

Mitie Energy's **ISO 50001 certification** ensures we have policies and procedures in place to continuously improve our energy efficiency. We will be expanding ISO 50001 to Mitie Group in FY23. These accreditations reassure our customers that we fulfil relevant compliance obligations, and operate sustainably and responsibly, providing an internationally accepted standard of reducing our environmental impact.



Mitie is publicly committed to doing its part for the energy transition and was the first facilities management provider to join all three Climate Group initiatives – **EPI100**, **EV100** and **RE100**, relating to energy productivity, electric fleets and renewable energy. We are also signed up to the climate pledge, **Race to Zero**. We aim to receive approval from the **Science-Based Target initiative** for our supply chain target of Net Zero by 2035, aligning with **Race to Zero** and the **Business Ambition for 1.5 degrees**.



In October 2021, Mitie was named Business Champion for the **Construct Zero Performance Framework**, the Construction Leadership Council's (CLC) initiative to support the decarbonisation of Britain's built environment. This recognises Mitie's commitment to supporting organisations in meeting their sustainability targets. As a Business Champion, Mitie will share best practice with the CLC on how to make buildings Net Zero. In 2021 and 2022, Mitie was listed in Europe's Climate Leaders, a list of 300 companies that have achieved the greatest reduction in emissions intensity between 2014 and 2020.

We have received third-party verification for our FY22 greenhouse gas data to **ISO 14064-1** standard, from Optera. They have also verified our social value data, ensuring that our data collection processes are accurate, and we are being fully transparent.

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Moving up the rankings

Over the past 12 months, Mitie has received the highest ranking 'Platinum' from **Sustainable Facilities Management Index (SFMI)**, an A- from **CDP**, and AA from **MSCI**. We are a constituent company in the **FTSE4Good** Index Series. In 2021, Mitie's first year completing S&P Global's ESG survey, we were named in the **2022 Sustainability Yearbook** and scored within the top 15% of the Commercial Services & Supplies industry. **Sustainalytics** also awarded us a 12.5 score – one of the top 5% most sustainable companies globally and number 2 in the business services industry.



We are very proud to be recognised by **Sustainalytics** and the **Sustainable Facilities Management Index** as a leading ESG business, and remain committed to supporting Britain's decarbonisation.

Peter Dickinson,
Chief of Staff & General Counsel





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