



Levelling up Mitie

Our 2025 Diversity and Inclusion Strategy

There is no clear definition for ‘diversity & inclusion’



Diversity1 (noun) — The state or fact of being diverse; difference; unlikeness; diversity of opinion — Variety; multiformity — The inclusion of individuals representing more than one national origin, colour, religion, socioeconomic stratum, sexual orientation, etc. — A point of difference

Diversity2 (noun) — The state of being diverse — A range of different things

Diversity3 (noun) “Diversity is any dimension that can be used to differentiate groups and people from one another. In a nutshell, it’s about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education and national origin. Each individual in an organization brings with them a diverse set of perspectives, work and life experiences, as well as religious and cultural differences.”

Inclusion4 (noun) — The act of including — The state of being included — Something that is included — Biology. A body suspended in the cytoplasm, as a granule — Mineralogy. A solid body or a body of gas or liquid enclosed within the mass of a mineral

Inclusion5 (noun) — The action or state of including or being included within a group or structure — A person or thing that is included within the whole

Inclusion6 (noun) “Inclusion is an organizational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated...Inclusion is a sense of belonging. Inclusive cultures make people feel respected and valued for who they are as an individual or group.”

1 Dictionary.com | 2 Lexico.com | 3 Global Diversity Practice | 4 Dictionary.com | 5 Lexico.com | 6 Global Diversity Practice

There is no clear or consistent definition for the term ‘diversity and inclusion’.

At Mitie, when we talk about diversity and inclusion, we’re referring to the simple fact that everyone is different. D&I at Mitie is about more than the protected characteristics; it’s about creating an environment where **everyone** has a voice and is treated as an equal. Our people are what makes Mitie special. We are very proud of our rich and diverse culture and backgrounds. Our diversity creates ideas and insights.

Our commitment to D&I forms a fundamental part of who we are: ‘our diversity makes us stronger’.

Diversity v Inclusion: we need both



Diversity refers to the traits and characteristics that make people different.

Diversity is the *what* – it's about the physical makeup of the organisation.

Inclusion refers the behaviour and actions of our people to ensure everyone feels welcome.

Inclusion is the *how* – it's about the **culture of the organisation.**

To achieve our strategy we need **both**.

Achievements to date

- 50% of the Board is female;
- Reached Parker review target of one director of minority ethnic background on the Board;
- Reverse mentoring of CEO by a member of the BAME network;
- 20% increase in women in STEM roles;
- Implementation of Talent Hub;
- 2,226 people employed over the current UK retirement age of 66;
- 800 apprentices currently in the business;
- Implementation of Learning Hub with leadership development accessible for all;
- Enhanced our maternity pay provision from statutory pay to 10 weeks' full pay plus a two-week returner bonus;
- Retirement recognition programme to celebrate those retiring from Mitie and ensure they are well-prepared for the next stage of their career;
- Mitie Stars Award for 'our diversity makes us stronger';
- 'We're nothing without you' campaign to celebrate the diversity of our people and their job roles;
- New Armed Forces policy which gives 10 days paid leave for Reservists, building on a previous 5 days unpaid leave;
- New Board inclusion policy for 2019;
- Improved Gender Pay Gap: as at 5 April 2018, Mitie Group had a mean average gender pay gap of 13.8% (versus 16.0% the previous year) and a mean bonus gap of 47.3% (versus 71.0% the previous year)



Diversity & inclusion is important to our stakeholders



Stakeholder	Driving interest in D&I
Customers	Corporate reputation, market competitiveness.
Investors	'As a central component of good governance, improving diversity will continue to be an investor expectation beyond the Hampton-Alexander Review's 2020 deadline.' (SHAREHOLDER PRIORITIES FOR 2020, The Investment Association, Jan 2020) 'Companies that embrace diversity and inclusion in all aspects of their business statistically outperform their peers.' Josh Bersin
Government	Key Government Policy areas include gender pay gap, ethnic minority representation, and disabled people which we are required to report on as part of our Cabinet Office annual review.
Leadership Team (ELT and GLT)	FTSE 350 listed companies should aim for at least 33 per cent. female representation on their boards by 2020 (with a particular focus on ensuring that more women are appointed to the roles of chair, senior independent director and executive positions) (Hampton-Alexander – Recommendations 1.1 and 1.2). 86 percent of millennials feel that differences of opinion allow teams to excel, but only 59 percent believe their leaders share this point of view. (Deloitte University)
Our Board	FTSE 350 listed companies should aim for at least 33 per cent. female representation on their boards by 2020 (with a particular focus on ensuring that more women are appointed to the roles of chair, senior independent director and executive positions) (Hampton-Alexander – Recommendations 1.1 and 1.2). FTSE 100 listed companies should aim for at least one director of colour by 2021 (Parker – Recommendation 1.1).
Current employees	83% of millennials are actively engaged when they believe the organization fosters an inclusive culture, 76% of millennials are empowered when they believe the organization fosters an inclusive culture. (Deloitte University) When defining diversity, millennials are 35 percent more likely to focus on unique experiences, whereas 21 percent of non-millennials are more likely to focus on representation. (Deloitte University)
Prospective employees	In order to attract the best and most diverse talent, we have to put Mitie front of mind amongst diverse candidate pools.
Suppliers	Like the rest of the business, procurement needs to attract and retain the best talent to drive performance.

Our diversity makes us stronger

Our commitment:

We commit to nurturing & developing a workforce that is **representative of the communities & customers** we serve from the frontline to the Boardroom, by 2030.

This deck outlines the strategy, goals and plans that we commit to taking over the next 5 years to help us achieve our overall objective.

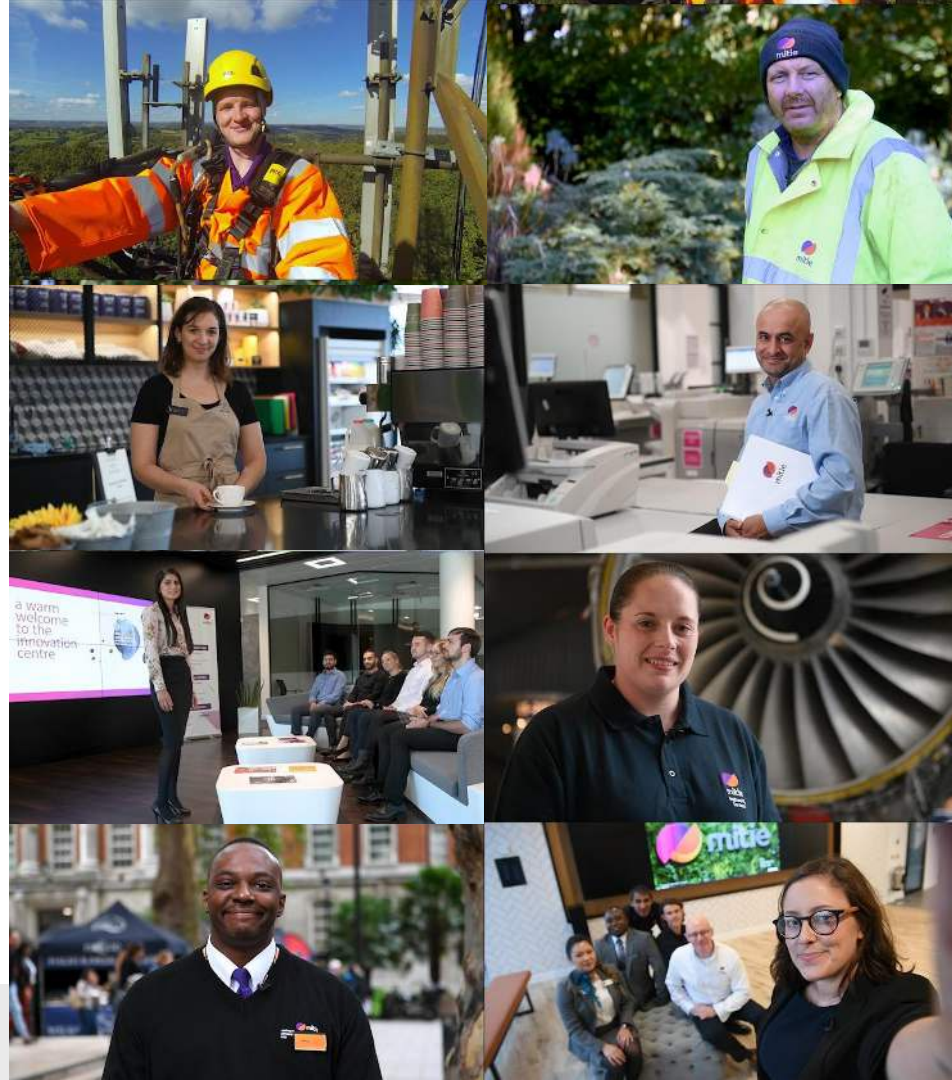
Only when we've achieved these can we go onto achieve our 2030 commitment.

Our strategy:

To 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.

Our focus:

Our specific focus is on women, ex-military personnel, those from a Black, Asian and minority ethnic background, those with a disability, people who identify as LGBT, parents, families and carers, and people over the UK retirement age of 66:



By 2025 we will:

- Achieve Number one, UK Inclusive Top 50 List
- Be listed as a Times Top 50 Employer for Women
- Be listed on the Top 75 Social Mobility Employer Index
- Achieve gold on Defence Employer Recognition Scheme
- Achieve Disability Confident: Leader Status
- Be an established charter signatory of the BITC's Race at Work Charter

The above accolades are crucially merit-driven awards.

Achieving these will show **externally validated progress**, and will demonstrate that our values and behaviours have been **successfully embedded into our culture**.

Our strategic focus areas



Leadership:

Ensure a diverse senior leadership team that drives a truly inclusive culture where people are proud to wear the Mitie badge.

Resourcing:

Ensure our resourcing is fully inclusive and we are hiring from a diverse talent pool.

Career Development:

Take action that supports the career progression of under-represented groups.

Reward & Recognition:

Create a powerful, engaging and diverse reward & recognition programme that rewards the right behaviour and celebrates inclusion.

Education and Awareness

Executive sponsored Employee Networks

Strategic Partners



Policy

Governance and Reporting

Our strategic partners



Our strategic partners have been chosen to best support our overall aim of making Mitie a great place to work. Our common goals will help us develop our processes and our culture and help us to be market-leading in D&I.

- **Number 6 on the Inclusive Top 50 UK Employers 2018/2019**, powered by Inclusive Companies. This is a league table of the most inclusive employers in the UK that shines a light on best practice across all strands of diversity.
- **Certified UK Top Employer** by Top Employer's Institute. Selected Top Employers lead the way in 'people-first' HR practices.
- **The Mitie Foundation**, The Mitie Foundation exists to present varied life opportunities to disadvantaged groups, living within communities Mitie is proud to operate in. Our initiatives change minds, raise aspirations and dispel perceived barriers, creating routes into sustainable employment. In doing so, we attract the very best potential, enriching the diversity of Mitie's workforce."
- **Gold Award holder** on the government's **Defence Employer Recognition Scheme** and signatories of the **Armed Forces Covenant**
- Founding member of **Working Forward**, the Equality and Human Rights Commission's nationwide campaign to make workplaces the best they can be for pregnant women and new parents
- **Disability Confident Committed** partner, as a statement of commitment to make the most of the talents disabled people can bring to your workplace.



Our strategic partners



- We have signed up **BITC's Race at Work Charter**, as a commitment to five calls to action to ensure that ethnic minority employees are represented at all levels.
- The **Social Mobility Foundation** is a charity which aims to make a practical improvement in social mobility for young people. The Index is an important bench-marking initiative that ranks Britain's employers for the first time on the actions they are taking to ensure they are open to accessing and progressing talent from all backgrounds and it showcases progress towards improving social mobility.
- What's good for the industry, is good for Mitie. Therefore, we are also part of the **LGBT+ in FM and IWFM networks** to share best practice across the industry and help attract a more diverse group of people into the industry as a whole.
- **Charter Signatory of Working Mums and Founding member of Working Forward**, as a statement of commitment to fully embracing the business case for flexible working, and enabling parents to progress and enhance their careers whilst managing the challenges of family life.



Our commitments

Leadership commitments



We will:

Our goal:
ensure a diverse senior leadership team that drives a truly inclusive culture where people are proud to wear the Mitie badge.

● Launched

● Planning and testing in progress to launch within next 12 months

● Longer-term plan

- **Increase % of women on the ELT/GLT to 35% by 2023, and 40% by 2025;**
- **Increase % of BAME people on the ELT/GLT to 10% by 2023, and 20% by 2025;**
- Re-communicate our policies for bullying and harassment including our commitment to zero tolerance of bullying or harassment and our whistle-blowing procedure;
- ELT & Board to participate in a Diversity & Inclusion coaching programme;
- Become a chartered signatory of Business in the Community's Race at Work Charter and commit to measuring progress;
- Maintain The Parker Review target of one director of minority ethnic background on the Board;
- Implement Reverse mentoring for all Executive Leaders to help bridge diversity gaps, promote diversity of thought, and showcase to our people the value of diverse thinking;
- Consolidate our People policy and our Inclusion policy into one;
- Launch an Agile Working Policy for all;
- Implement support and guidance documents for managers and supervisors that support all strands of diversity;
- Appoint someone from the CHORD network to the Mitie Foundation Trustee board;
- Deep dive into ethnicity data to fully understand BAME representation across the business: implement targeted interventions and report diversity data transparently.

Resourcing commitments



Our goal:

ensure our resourcing is fully inclusive and we are hiring from a diverse talent pool.

We will:

- Implement gender balanced Executive and senior hire shortlists for roles over £75k and for GLT – I and above;
- Define and communicate resourcing process for GLT – I and above to ensure transparency;
- Use the implementation of Band and Grade structure (details on slide 12) to ensure consistent job titles, descriptions and competencies and consistent reward and benefits packages to new hires;
- Make full use of the Mitie Foundation's Ready2Work to employee at least 80% of people who successfully complete the programme. These people will be from underrepresented groups and will be employed on at least National Living Wage;
- Enrol every successful Ready2Work candidate employed by Mitie into an apprenticeship to further aid progression for people employed through The Mitie Foundation;
- Implement tools to assess job descriptions to remove bias and ensure language is gender neutral;
- Implement mandatory annual unconscious bias training for every people manager through License to Lead.
- Partner BAME Recruitment to access their rich talent pool and exclusively for GLT-I hires with a focus on balanced shortlists.
- Ensure Hays and Retinue supply chains have representation of suppliers with diverse expertise.
- Ensure that where recruiting externally, Hays provide a balanced shortlist for all roles.
- Create diversity dashboard that covers; applicants versus hires, internal promotions, current employees and apprenticeships.

● Launched

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● Longer-term plan

Career development commitments



Our goal:

take action that supports the career progression of under-represented groups.

We will:

- Launched
- Planning and testing in progress to launch within next 12 months
- Longer-term plan

- Implement Diversity & Inclusion Learning and Development – ‘Count me in!’ – programme for all employees;
- Implement all company mentoring programme in line with the Parker Review recommendations;
- Implement buddy programme for people returning from maternity leave;
- Run a grad scheme that focuses on women and BAME to actively drive our diversity in managerial and leadership roles;
- Implement ‘aspiring GLT programme’ by 2023;
- Contribute to the payment of the conversion of overseas qualifications where an internal candidate meets the wider role requirements;
- Launch a ‘career development role models’ campaign showcasing and highlighting career paths, with a specific focus on working parents and carers, ex-military personnel, those from a Black, Asian and minority ethnic background, and people over the UK retirement age of 66;
- Deep dive into data to fully understand representation across the business and implement targeted interventions;
- Launch an education and awareness campaign around racism in the workplace;
- Launch e-learning module on bullying and harassment.

Reward & Recognition commitments



Our goal:

create a powerful, engaging and diverse reward & recognition programme that rewards the right behaviour and celebrates inclusion.

We will:

- Enhance paternity pay provision;
- Implement Band and Grade structure to facilitate the development of a more integrated talent and reward framework, which will ensure a more consistent, transparent, and objective approach to managing our people. It will ensure:
 - All reward is fair and transparent;
 - Employees can see their career path;
 - A consistent approach to succession planning;
- Celebrate the diversity that we have by running national campaigns to bring out the stories of our people in a compelling, authentic and engaging way;
- Celebrate inclusive behaviours from the top down by using the GLT awards to reward inclusive leadership;
- Recognise and celebrate behavioural role models using existing recognition programmes, and communications campaigns;
- Communicate EAP and SmartRecruiter talent pools in comms campaign to promote support and development routes available.

● Launched

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Employee networks commitments



Our goal:

empower our employees to drive action that matters most to them.

We will:

- Publish consistent Terms Of Reference for each network with common objectives across all groups;
- Enrol 10% of our workforce in our networks;
- Encourage all members to refresh data on people hub to ensure our data is as accurate as possible;
- Promote employee networks in our induction to encourage sign up from day one;
- Commit to running at least one event per year for each network, led by Executive sponsor and attended by both employees and customers, to highlight key issues and to share best practice;
- Develop partnerships with our customers and external networks to share best practice;
- Run annual national campaigns to raise awareness, educate and support our people;
- Use National Inclusion Week to celebrate 'our diversity makes us stronger' across all networks;
- Consult the networks to advise on the development of policies and processes on various people practices;
- Promote network membership using people-focussed campaigns to highlight awareness;
- Roll out MHFA training across business with Network members receiving targeted comms to encourage uptake;
- Provide Licence to Lead silver training and MHFA training for all network chairs.

● Launched

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● Longer-term plan

Our employee networks



- **CHORD:** A network that aims to ensure an inclusive working environment for people of all ethnicities especially **BAME**
- **Mitie Women Can:** A network supporting **women** to maximise their potential in an equal workplace.
- **Mitie Military:** A network for **armed forces leavers, veterans, families and friends of forces**
- **Proud to Be:** A network all about educating, informing and inspiring our people to be themselves by promoting an inclusive culture in the workplace, particularly around **LGBTQ+**.
- **Generations:** A network supporting our **age**-diverse workforce
- **Enable:** A network that raises awareness of **disability**-related topics across the business, while offering support and guidance to our colleagues and line managers