

Through dialogue and engagement, we're able to understand and take on board the issues that are important to our stakeholders including our shareholders, investors, clients, employees and the wider community. We engage with our stakeholders through formal and informal communication methods, including more recently a broad spectrum of social networking sites.

We have an uncompromising commitment to deliver value to our customers by providing them with high quality sustainability services and in demonstrating responsible business practice to enhance our relationships. We also take measures to minimise and mitigate the impact that our business has on the natural environment and work with our clients and suppliers to drive down their environmental impacts too.

We act responsibly as a business and aim to build a reputation that enhances our brand and makes us attractive to shareholders, customers and future employees in the long term. Our sustainability programme is a differentiator for clients seeking to do business with like-minded organisations and as such it contributes to our profitable growth in the future.

Stakeholder group	Sustainability objective	How we engage	What our stakeholders say	How we respond
People	Nurturing our people's talents	<ul style="list-style-type: none"> <li>Employee Forum meetings held twice per year;</li> <li>To work safe and go home safe is our philosophy here at MITIE. We do everything we can to give our people a safe and secure environment to work in and it's something we strive to improve each and every year.</li> <li>Our Sustainability Summary is published annually and Buzz and MITIE Life publications issued twice per year alongside other multiple hard and soft copy campaigns;</li> <li>MiNet intranet and through our website <a href="http://www.mitie.com">www.mitie.com</a> and microsite <a href="http://www.mitie.com/sustainability2011">www.mitie.com/sustainability2011</a> ;</li> <li>Sustainability events;</li> <li>Regular employee engagement surveys;</li> <li>Social sites including Facebook, Twitter and LinkedIn.</li> </ul>	<p>What employee benefits and reward schemes are available?</p> <p>How do we understand the causes of incidents and go about corrective action?</p> <p>Does MITIE operate a cycle to work or car sharing scheme?</p> <p>What training and career development opportunities are available?</p> <p>What employee volunteering opportunities are there?</p>	<p>Our Employee Forum provides the platform for formal dialogue and consultation between elected employees and senior management. Issues are minuted and appropriate actions taken and monitored.</p> <p>MITIE's internal publications, comms campaign and intranet provides regular information, events, news and details of employee benefits. 'MITIE's' Facebook site is monitored daily to respond to specific comments, company blogs and tweets; helping to keep employee's and other key stakeholders engaged.</p> <p>Our key objective this year is to introduce a new system to better capture, analyse and manage incidents across MITIE. We're quick to implement learning from any incident but greater refinement will allow better understanding of root causes, improved implementation of corrective actions and enhanced communication across the group.</p> <p>One of the areas we're keen to explore this year is a travel plan. Creating a range of measures to encourage our people to use alternatives to single-occupancy car-use will help us reduce emissions and cut costs. We'll review the potential of car sharing schemes and cycling schemes as well as a dedicated bus service and restricted car parking allocations close to our major hubs. We'll also look at providing alternatives through flexible-working practices such as home working and increasing the accessibility of video conferencing.</p> <p>MITIE's significant training and career development opportunities are co-ordinated by the HR / Training functions.</p> <p>A whistle-blowing facility is in place to deal with any issues requiring confidential investigation.</p> <p>Volunteering is actively encouraged and this year MITIE won the European Volunteering Award for Innovation via the Real Apprentice programme. We will also see the launch of MITIE's Volunteering month in September providing news and opportunities to colleagues looking to participate in local activities.</p> <p>This year we were successful in being reaccredited with a BITC Big Tick for Skills in the Workplace.</p>
Suppliers	Operating	<ul style="list-style-type: none"> <li>Sustainability reviews and</li> </ul>	Most supplier communication	We see our suppliers as partners and work with them to deliver quality

	contracts smarter	<p>audits;</p> <ul style="list-style-type: none"> <li>Formal and informal meetings;</li> <li>Supplier Diversity events;</li> <li>Environmental surveys and discussion points;</li> <li>Invitations to tender.</li> </ul>	<p>is with regards to commercial trading terms and conditions.</p> <p>Requests are also increasingly made by some suppliers for MITIE's guidance on devising sustainability strategy and measurement and reporting of greenhouse gas emissions.</p>	<p>services and promote business opportunities and sustainable growth.</p> <p>We have learnt from some of our suppliers, extending our understanding and development of our equality and inclusion agenda and this year launched our inaugural supplier diversity event.</p> <p>We've helped some suppliers develop their Sustainability understanding, in particular regarding ethical sourcing, monitoring of their environmental impacts, working with them to produce Life Cycle Assessments and partnering with them on community volunteering events.</p> <p>This year MITIE has been awarded a BITC Big Tick for Responsible Supply Chain and is one of five to be shortlisted for the Examples of Excellence Award.</p>
Investors and Shareholders	Investors and shareholders	<ul style="list-style-type: none"> <li>Investor Roadshows;</li> <li>Annual General Meetings;</li> <li>Annual Report &amp; Accounts and Sustainability Summary and through our website</li> </ul> <p><a href="http://www.mitie.com/sustainability2011">www.mitie.com/sustainability2011</a></p> <p>We respond to analysts and institutional investors e.g. Ethical Investment Research Information Service (EIRIS), Pensions Investment Research Council (PIRC) and UK Sustainable Pensions Survey (UKSIF) via their surveys and benchmark tools.</p>	<p>Institutional investors and shareholders are predominantly interested in the financial performance of their investment in MITIE.</p> <p>Some investment analysts (eg EIRIS and PIRC) and fund managers consider non-financial social, ethical and environmental credentials. Their assessment is via questionnaires and global portals like the Carbon Disclosure Project (CDP) FTSE 350 Report and Business in the Community's (BITC) CR Index that assess a wide range of Sustainability issues.</p>	<p>We respond directly to investors and shareholders via meetings and road shows.</p> <p>We submit surveys and provide non financial information to investment analysts and Sustainability research data bases compiled by EIRIS, PIRC, CDP, CR Index and the FTSE4Good Index. We undertake a gap analysis to identify areas for improvement and improve our scores in these surveys each year, through feedback reviews and follow-up meetings.</p> <p>In CDP2010 Investors Report MITIE received a rating of 76 and Performance score of B.</p> <p>In BITC 2011 MITIE received a classification of Gold for the first time with an overall score of 91%.</p>
Clients	Looking after our clients properly	<ul style="list-style-type: none"> <li>Client satisfaction surveys;</li> <li>Regular account meetings and performance reviews;</li> <li>Prequalification and tender processes;</li> <li>Joint participation in employee community volunteering projects.</li> </ul>	<p>Clients require us to comply with social, ethical and environmental criteria outlined in their pre-qualification questionnaires and tender documentation.</p> <p>Some clients use independent portals to assess our Sustainability credentials such as the Corporate Assessment of Environmental, Social &amp; Economic Responsibility (CAESER).</p> <p>Many are interested in the 'added-value' Sustainability initiatives we offer, and have asked to be involved in our</p>	<p>We initially demonstrate our sustainability credentials in the prequalification and tender stages. Much of this information is provided in our Sustainability Overview and online at <a href="http://www.mitie.com/sustainability2011">www.mitie.com/sustainability2011</a></p> <p>Our overall score in the CAESAR Socio-Economic Sustainability Assurance Assessment in June 2010 was 71%. The CAESER feedback report recommended that we engage with suppliers from minority ethnic groups and disadvantaged sections of the community. It provided added impetus for us to embed diversity and inclusion in our procurement policy and procedures and a requirement for our suppliers to procure goods and services from diverse, minority suppliers.</p> <p>We participate in the Carbon Disclosure Project Suppliers Report and we were asked for the second year to participate in Johnson Controls Sustainability Rating survey this year in which we were awarded 93%.</p> <p>Many of our London and Glasgow based clients have participated in our Real Apprentice Programme, through which 111 people have secured work via this successful programme since 2005.</p>

			<p>Real Apprentice programme.</p> <p>Clients have asked for our help to reduce their carbon footprint and engage with our CarbonCare programme to deliver reduced impacts across their facilities.</p> <p>We have also been asked to work with suppliers 'novated' from clients to obtain their Sustainability credentials.</p>	<p>We have actively looked at ways of ensuring we reduce our carbon impact on client sites through reduce fleet emissions and improved scheduling of services and use of public transport options. We have recently introduced onto selected contracts 100% electric vehicles and low emission vehicles and our average CO2g/km is 140.</p> <p>We continually review and improve our services applying our CarbonCare programme to clients' facilities; in particular striving to implement best practice to reduce the environmental impact of our operations.</p>
<p><b>Clients and their communities</b></p>	<p><b>Doing more for our clients for less, wherever they are in the world</b></p>	<p>Our main community investment activities include support for schools, disadvantaged sections of the community, selected charities and third sector organisations.</p> <p>We engage directly with schools and charities and also agencies like BITC, JobCentre Plus, Mental Health First Aid (MHFA) Veterans Aid, Shoreditch Trust <i>et al.</i></p>	<p>Schools especially appreciate support from the business sector in improving students' employability skills and ask us to provide work experience and enterprise activities.</p> <p>Charities, communities and third sector organisations require funds and in-kind professional support to support their particular causes.</p>	<p>We have seven Construction Skills Centres in schools throughout the UK where over 500 students each year study vocational certificates and diploma courses. We are also opening three Facilities Management Skills Centres; the first is in Tynecastle- Edinburgh, the second and third in Leeds and Luton respectively.</p> <p>Our employee volunteering programme includes; 'World of Work' days to prepare students for their work experience and improve their employability skills.</p> <p>In collaboration with JobCentre Plus and some of our clients, our Real Apprentice Programme provides training and employment opportunities to unemployed people, including many suffering physical or mental disabilities.</p> <p>Although not exclusively, we focus most of our charitable support on seven employee selected regional charities across the UK.</p>