



# Sustainability Report 2024

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# 1. Introduction



"I'm delighted to share our ongoing work to create a more sustainable company and our efforts to support our clients in meeting their sustainability targets and influence the supply chain. Our initial report in 2023 helped to consolidate our sustainability strategy and in 2024 MiCiM signed up to the SME Climate Hub Commitment which requires us to halve our greenhouse gas emissions by 2030 and achieve net zero by 2050. We have also become partners of the CO2nstructZero initiative, committing to making improvements in transport, buildings and construction activity.

The reporting and implementation of the changes which are behind this report would not happen without the collaboration of a number of individuals within the business, expertly led by our in-house specialist Beth Whitehead. Thanks to the team for their dedication in challenging the business to continuously improve our sustainability performance in pursuit of our goal to be best-in-class in this field. It's been encouraging to receive positive feedback from colleagues on efforts to increase awareness of environmentally and socially responsible behaviours. There is plenty more work to do and we look forward to building on our momentum to bring about the sustainable transformation we need to deliver, for all of us, now and in the future."

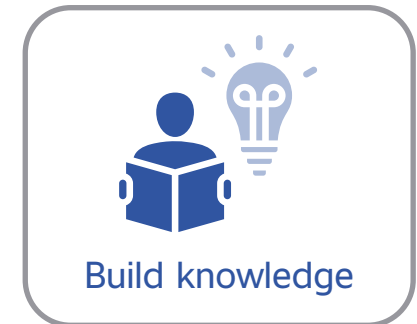
**Sophia Flucker - Technical Director**



## 1.1 About this report

This is our second annual sustainability report, prepared with reference to the Global Reporting Initiative (GRI) standards. It covers our sustainability strategy and performance in key ESG areas that we have determined important to our continued success and solving global sustainability challenges. Our reporting period is aligned with our financial accounts which run from January 1st to December 31st, 2024. Note 2023 represents the baseline year for our carbon accounts.

The focus of this year's strategy and reporting has been on strengthening, improving, and streamlining our data collection, and building the sustainability knowledge of our employees.



## 2. Our 2024 highlights



In 2024 we committed to the SME Climate Hub Commitment, pledging to:

- Halve our GHGs before 2030.
- Achieve net zero emissions before 2050.
- Disclose our progress on a yearly basis.



By signing up, we are proud to be recognised by the UN Climate Change High Level Champion's Race to Zero campaign.



Understanding that each organisation within the construction industry has a part to play in reducing the 43% of UK carbon emissions that it creates, we have become partners of the CO2nstructZero initiative.



In doing so we commit to set transparent goals and share innovation in any of the initiative's 9 priority areas<sup>1</sup> – **transport** (zero emission vehicles and plant, modern methods of construction to reduce waste/transport, championing investments that enable low carbon transport), **buildings** (retrofitting, scale up industry capability to deliver low carbon heat solutions, energy efficiency standards and performance), and **construction activity** (project carbon tracking, designing out carbon, support R&D in low carbon materials, manufacturing, processes, and distribution).



<sup>1</sup> [CO2nstructZero – Construction Leadership Council](#)

## 3. About MiCiM

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MiCiM is a project and construction management company, incorporated in the UK and headquartered in Reading, with operations in the UK, Ireland, and Italy with projects in the UK and across Europe. Currently we have offices in Reading and London, and in 2024 we opened a further two in Milan and Dublin.

MiCiM was established in 2016 to provide a focused end-to-end, hands on, project management and construction delivery service, working with clients to develop best-in-class mission critical facilities in an open, honest, and collaborative manner. Our services include pre-construction consultancy services, main contracting, construction and project management, and engineering, quality assurance and commissioning management.

2024 saw the launch of 2 new wholly owned subsidiaries of MiCiM Ltd, named MiCiM International and MiCiM Italia. As an integral part of our global expansion strategy, MiCiM International was established to extend our expertise and services across Europe and beyond. With our knowledge of the data centre market in Italy and through our relationship with a longstanding client, MiCiM Italia became our first stepping stone into southern Europe. Our locations of operation remain primarily across the UK and EMEA, as in 2023, however, these new office openings enable us to expand 2 new categories to our reporting across 'significant' locations of operation, now made up of Reading, London, Milan, and Dublin.

In our previous report, we noted that Operational Intelligence (OI) was acquired by MiCiM in 2022. During this reporting period, Operational Intelligence was made a dormant company, with staff and processes now fully integrated into MiCiM Ltd.'s service offering, operating primarily from our London office. For this reporting period, Copper Peg remains a subdivision of MiCiM Ltd, with Copper Peg's staff operating from our Reading head office. For further information please contact: [enquiries@micimgroup.com](mailto:enquiries@micimgroup.com)

### MiCiM company values

In early 2024 we unveiled MiCiM's new company values, which embody our dedication to nurturing a culture of growth, integrity, and success. These values serve as our compass, guiding our actions and decisions each day as we strive for excellence. We cherish our previous values – collaborative, open, honest, and fair – and they remain deeply ingrained in our identity. They reflect the qualities we value in our team members and contractors and remain essential to our expectations. However, after seven years of growth and evolution, we recognised the need to enrich and expand our values to better capture our aspirations and trajectory. These new values were established following a company-wide culture and values survey, and a comprehensive culture workshop between the directors, senior management and operations teams. They are as follows:

**Courage:** At MiCiM, we believe in the power of courage to drive innovation and progress. It's about making tough decisions, speaking up for what's right, and embracing creativity in everything we do. Let's stand tall in our convictions and fearlessly pursue our goals.

**Pursuit of Excellence:** Excellence isn't just a goal; it's a mindset. We're dedicated to continually improving and striving for the highest standards in our work. Through training, mentorship, and a commitment to learning from our experiences, we will push the boundaries of what's possible and exceed expectations at every turn.

**Accountability:** Accountability is more than just taking responsibility; it's about owning our actions and empowering others to do the same. We celebrate successes, learn from failures, and hold ourselves to the highest standards of professionalism and reliability. Together, we'll build a culture of trust and integrity.

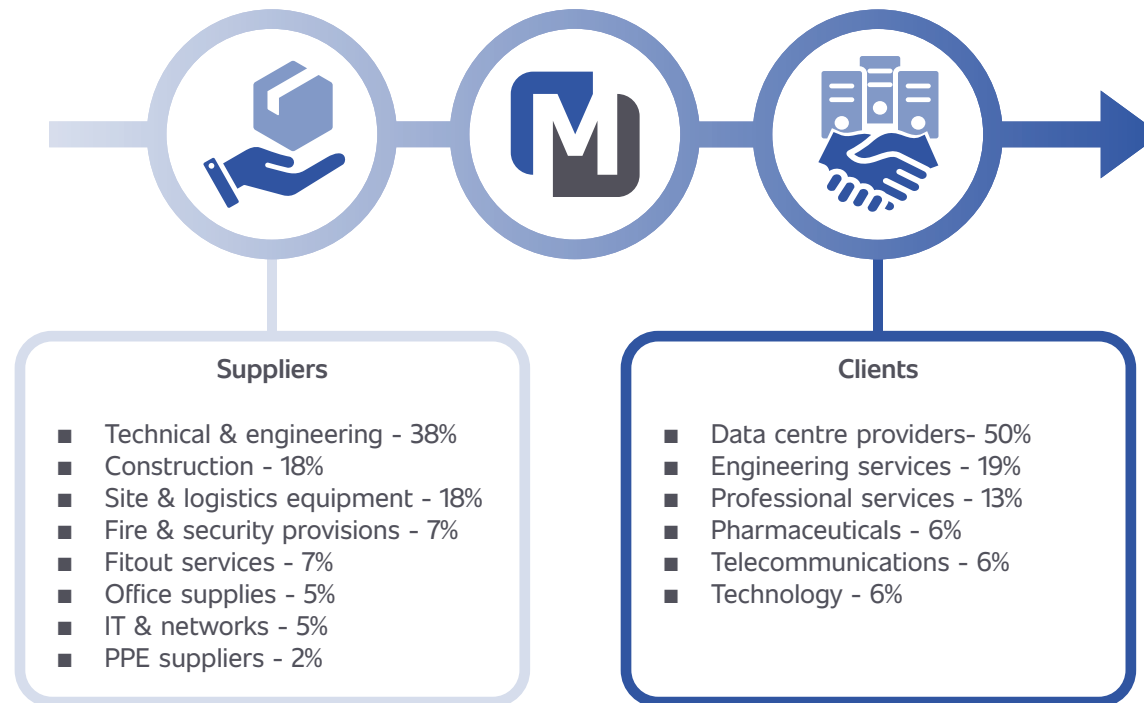
**Collaboration:** Collaboration has always been at the heart of MiCiM, and it remains a cornerstone of our success. By fostering open communication, embracing diverse perspectives, and promoting a culture of continuous learning, we will unleash the full potential of our teams and achieve remarkable results together.

### 3.1 Our value chain

Following a comprehensive review of our supply chain when moving to a new supplier management system in 2024, we have recategorised our suppliers into the following: Construction Services, Fire & Security Provisions, Fitout Services, PPE Suppliers, Site & Logistics Equipment, Office Supplies, Technical & Engineering Services, IT & Networks, and Travel & Accommodation.

These are not dissimilar to the categories within our previous report, and the general trend remains the same, with technical and construction service providers still making up the majority of our approved supply chain. Having begun operating in Ireland during 2024, our supply chain now covers suppliers and contractors who can operate in the UK and Ireland. We do not have a database of technical, site or construction suppliers for our Italian branch as we do not provide construction services in Italy and therefore do not enter contracts with suppliers directly.

As per the previous report, our clients exist in several different industries including data centres, pharmaceuticals, and telecommunications, and our work with them is found in the UK and across EMEA. Our client base remains primarily data centre providers, with one additional client category for 2024 - Technology.



### 3.2 MiCiM accreditations and affiliations

We are proud to share some additional affiliations since our 2023 report:

1. Following the inception of MiCiM Italia, in early March 2024, we received notification of our acceptance into the Italian Datacenter Association (IDA). The IDA, formed through collaboration among industry giants, serves as an essential hub for data centre builders and operators in Italy.



Its mission is to unite key players in the ecosystem to foster a robust and efficient data centre industry in the country. We are honoured to join this esteemed association and look forward to contributing to its objectives. Our involvement marks a significant step in expanding our presence across Europe.

2. In October, we also became Cyber Essentials certified, demonstrating our commitment to safeguarding the data of our clients and minimising any risk of disruption to our operations.



3. Several of our senior female team members worked with like-minded individuals from other companies to launch the FWD – Forum for Women in Data Centres. This is a community and network to provide comfortable space for women in the data centre industry to build connections and cultivate relationships. The community is not tied to specific companies nor driven by business interests. Their mission is to build a forum for women at all career stages by providing an environment and events to support, mentor, and encourage success.

**FORUM FOR  
WOMEN IN  
DATA CENTRES**



In 2024 we remain accredited by and affiliated to the following:



# 4. Our sustainability strategy

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## 4.1 Materiality

This year we built upon the materiality assessment that we ran in 2023 to validate and refine our material topics. In stage 1 we used our understanding of the needs of our key stakeholders as the basis of our 2023 strategy.

In 2024 we started stage 2 of our assessment in which we initiated further stakeholder consultation. Our initial efforts have been to simplify the process and topics to make it accessible to non-experts within the organisation. We then ran an internal workshop with senior management to review our impacts, and their scoring and prioritisation.






























As a result of this work, we made some minor changes to our material topics in 2024. The first was to combine environmental and social performance of our suppliers into a single topic area – sustainable procurement. At the same time, we decided to report against GRI 308 (environmental performance of our suppliers) and GRI 414 (social performance of our suppliers) only. Reporting under GRI 204 (procurement practices) was reviewed and decided not to be material to our reporting. We always spend locally when relevant. This allows us to access local knowledge and expertise, and reduce impacts associated with transport of physical items. However, because of the nature of our operations, our direct procurement activities are limited. Instead, it is more relevant that we engage with a supply chain that procures sustainably by reviewing their environmental and social performance and approach to procurement.

In 2025 we will expand this consultation to all internal and key external stakeholders and finalise the review of our material topics in our 2026 report.



## 4.2 Material topics and the United Nations sustainable development goals (SDGs)

The UN sustainable development goals most relevant to our material topics are:

Material topic	Linked GR Topic	UN SDG
Carbon emissions	GRI 305	    
Energy consumption	GRI 302	 
Energy management and carbon emissions reduction strategy	GRI 302, GRI 305	As above
Sustainable procurement (environmental and social performance of our suppliers)	GRI 308, GRI 414	  
Sustainability strategy	All	
Waste management	GRI 306	    
Employee diversity, equity, & inclusion	GRI 405	  
Diversity, equity & inclusion in MiCiM governance	GRI 405	
Employee benefits & wellbeing	GRI 401	   
Commitment to health & safety	GRI 403	 
Health & safety – work-related accidents/injuries	GRI 403	
Learning & education	GRI 404	   
Ethical business	GRI 205	



### 4.3 Governance of our sustainability strategy

This year several topics have been grouped and are now managed by the same topic leader. The topic leaders sit in the sustainability working group who collectively review the work in each topic and review impacts and material topics. The sustainability working group is also responsible for supporting delivery of action plans and future targets, and for ensuring sustainability knowledge is shared with employees and the wider business. An additional role of the sustainability working group is to engage with external stakeholders. Reporting to the board on sustainability topics is now conducted solely by Sophia Flucker, and Villie Xenii took over the role of Chris Jarman in the internal auditing of our work.

# 5. Protecting our planet (environmental)



## 5.1 Sustainability services

MiCiM is committed to achieving Net Zero by 2050 and supporting clients to achieve their own sustainability goals. In 2024 we began expanding our services to include sustainability consulting, drawing on internal knowledge. We will continue to build these services by responding to the needs of the industry. Recognising that a project's approach to sustainability needs to be set from the beginning of a project, we offer a high-level review of the project in areas of ESG with recommendations to optimise project sustainability throughout its life cycle. This includes, but is not limited to:

**1** **COMPANY KPIs**  
Review of project alongside client sustainability KPIs to highlight potential key action areas. Includes consideration of environmental, social and governance impacts.

**3** **SUPPLY CHAIN**  
Recommendations for key actions within the supply chain, including key sustainability expectations and sustainable procurement.



**2** **LEGISLATION**  
Review of legislation, policy, regulations & guidance, e.g.:

- Taxonomies
- Industry best practise
- Directives

**4** **CARBON**  
Definition of a carbon tracking framework aligned to the RICS Whole Life Carbon Assessment for the Built Environment. Provides the basis for detailed study throughout the project, and key data sources.

## 5.2 Our energy footprint

In 2024 we focused on refining our data collection processes and setting targets for reducing our greatest energy impacts. This led to a restatement of our 2023 data, described in the appendix (Emissions Calculation Methodology and Restatement). Subsequently, we have expanded our reporting this year to include significant energy consumption external to the organisation.

### 5.2.1 Internal energy consumption

Overall, our electricity consumption internal to the organisation was 56.8 MW compared to 49.6 MW in 2023. This increase reflects growth in our operations which included two new offices in Italy and Ireland, and associated pool cars; and improved data collection.

Our greatest energy consumption was petrol and diesel in company cars. The phasing out of these vehicles is a key target for 2030. We will also review their usage patterns to ensure they are only used when essential to a project. Most of our electricity consumption remained due to offices, whilst natural gas consumption was higher in project accommodation.

#### 2024 internal energy consumption compared to 2023 baseline (GJ)

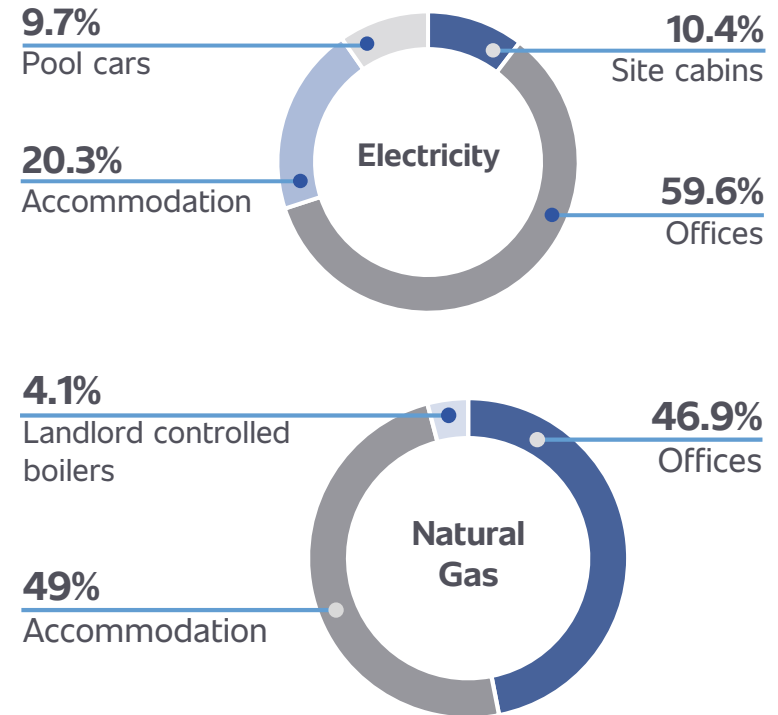
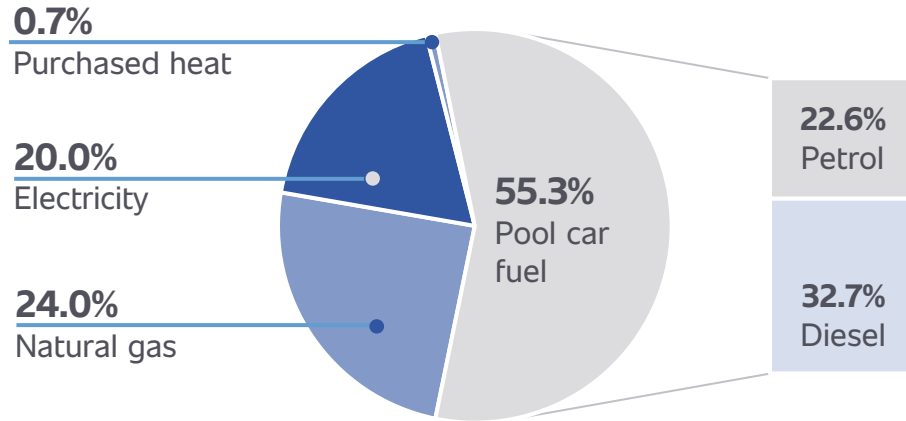
	2023 (baseline)		2024		% difference compared to baseline
	Absolute energy consumption (GJ)	Energy/FTE** employee (GJ/person)	Absolute energy consumption (GJ)	Energy/FTE*** employee (GJ/person)	
Electricity	179	2.71	205	3.01	14.6%
Other fuels*	554	8.42	819	12.04	47.8%
Total non-renewable energy (GJ)	732	11.13	1,023	15.05	

\*Other fuels include petrol in pool cars, natural gas from boilers in offices and accommodation and purchased heat (district heating) in accommodation.

\*\*Based on 61 fulltime employees and 4 part-time employees.

\*\*\*Based on 64 fulltime employees and 7 part-time employees.

### 2024 Internal energy consumption per source (% of total GJ)



## 5.2.2 External energy consumption

In 2023 some energy consumption external to the organisation was included in our internal data. We are therefore restating our 2023 values. Significant energy consumption external to our operations was in upstream leased assets. This was due to business travel in company cars (leased by MiCiM) and energy consumption by employees in project accommodation where we have no access to billing and therefore no operational control.

In 2024, our electricity consumption external to the organisation was 48.9 MW compared to 18.3 MW in 2023. The reason for this difference was incomplete data on business travel in company cars in 2023, and improved data collection in 2024. Our largest source of consumption outside of the organisation (75.4%) was from diesel burned in company cars for business travel. We aim to review the company car policy to allow only electric vehicles.

### External energy consumption in 2024 compared to baseline (GJ)

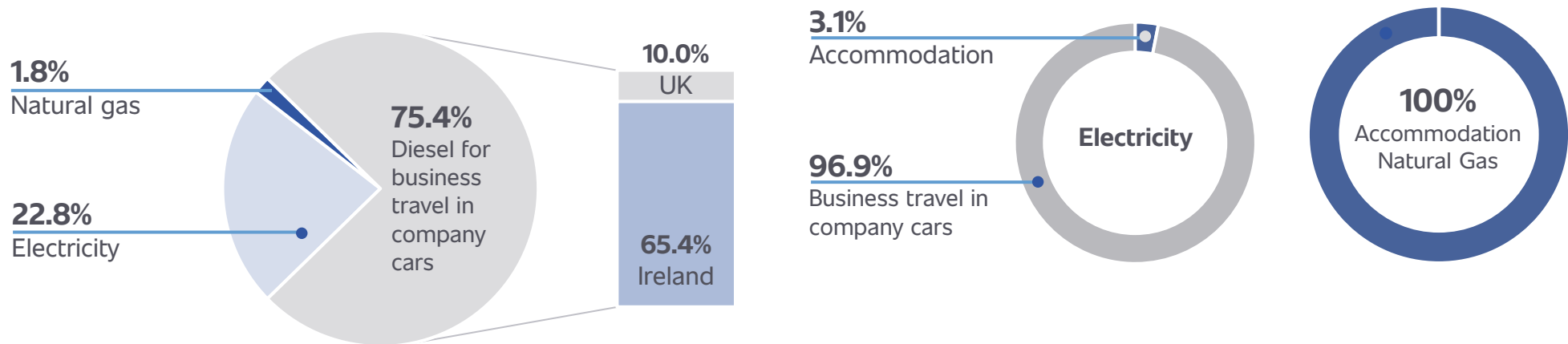
	2023 (baseline)		2024		% difference compared to baseline
	Absolute energy consumption (GJ)	Energy/FTE** employee (GJ/person)	Absolute energy consumption (GJ)	Energy/FTE*** employee (GJ/person)	
Electricity	66	1.00	176	2.59	167%
Other fuels*	298	4.52	596	8.77	100%
Total non-renewable energy (GJ)	363	5.52	772	11.36	

\*Other fuels include petrol and diesel in company cars used for business travel, and natural gas and district heating in project accommodation.

\*\*Based on 61 fulltime employees and 4 part-time employees.

\*\*\*Based on 64 fulltime employees and 7 part-time employees.

### 2024 external energy consumption per source (% of total GJ)



### 5.3 Our carbon emissions

In 2024 our total greenhouse gas (GHG) emissions were 322.8 tCO<sub>2</sub>e and 4.73 tCO<sub>2</sub>e/FTE employee. As in 2023, the majority were from scope 3 business travel and employee commuting with absolute values roughly the same magnitude.

Overall, there was a small reduction in total emissions from 323.6 tCO<sub>2</sub>e and 4.92 tCO<sub>2</sub>e in 2023. Although our scope 1 and 2 emissions rose slightly due to new offices and improved data collection of pool car mileage, we leased fewer project accommodations and had more employees.

Scope  
3

Largest source of emissions



Business Travel & Employee Commute





## 2024 greenhouse gas (GHG) emissions

Emission type	2023 (baseline)		2024		% difference compared to baseline
	Absolute Emissions (tCO2e)	Emissions/FTE** employee (tCO2e/person)	Absolute Emissions (tCO2e)	Emissions/FTE*** employee (tCO2e/person)	
<b>Scope 1</b> – Direct (Natural gas and vehicle fuel)	19.38	0.295	20.39	0.300	5.2%
<b>Scope 2</b> – Indirect (location based) (Purchased electricity and heat)	10.30	0.157	12.62	0.186	22.5%
<b>Scope 2</b> – Indirect (market based) (Purchased electricity and heat)	18.74	0.285	23.65	0.348	26.2%
<b>Scope 3</b> – Indirect (Business travel inc. hotel stays)	170.6	2.594	166.7	2.452	-2.3%
<b>Scope 3</b> – Indirect (Employee commuting inc. homeworking)	110.3	1.676	117.7	1.731	6.8%
<b>Scope 3</b> – Indirect (Upstream leased assets, accommodation)	9.247	0.141	0.962	0.014	-89.6%
<b>Scope 3</b> – Indirect (T&D losses)	1.153	0.018	2.041	0.030	77.0%
<b>Scope 3</b> – Indirect (Waste – offices and project sites*)	2.622	0.040	2.327	0.034	-11.2%
<b>TOTAL (location based)</b>	323.6	4.919	322.8	4.732	
<b>TOTAL (market based)</b>	332.0	5.047	333.83	4.895	

\*Includes waste on project sites where we are construction managers and procure the waste carrier.

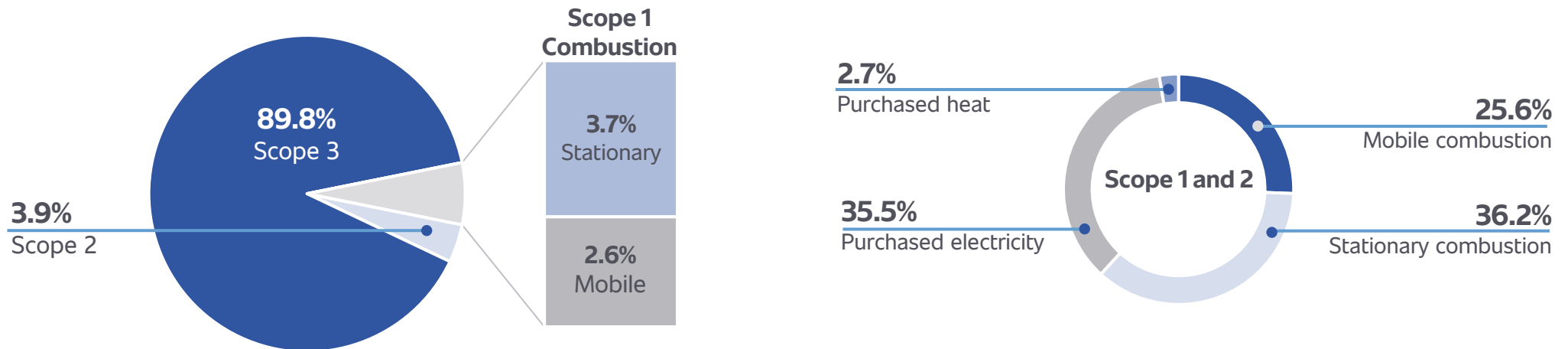
\*\*Based on 61 fulltime employees and 4 part-time employees.

\*\*\*Based on 64 fulltime employees and 7 part-time employees .

We account for emissions using the operational control approach, in line with guidance of the GHG Protocol. Our accounts include emissions of CO<sub>2</sub> (carbon dioxide), CH<sub>4</sub> (methane) and N<sub>2</sub>O (nitrous oxide) associated with activities carried out in our offices, company owned and leased vehicles (pool cars), project accommodation (where we control the bills), and any site cabins where we have operational control.

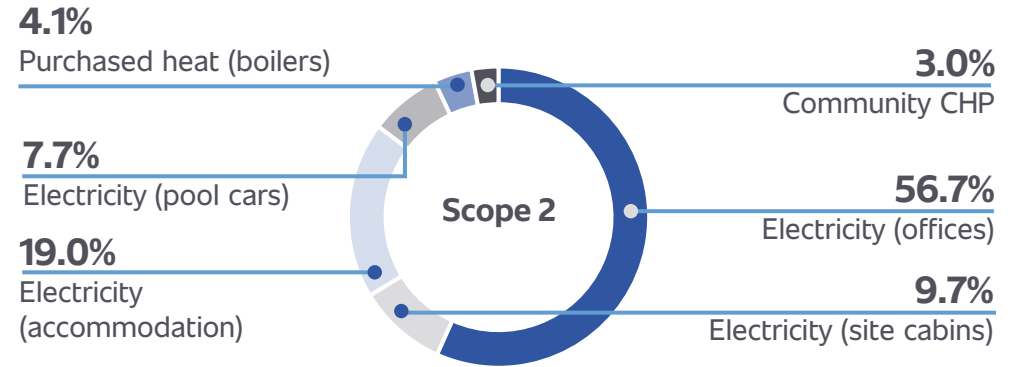
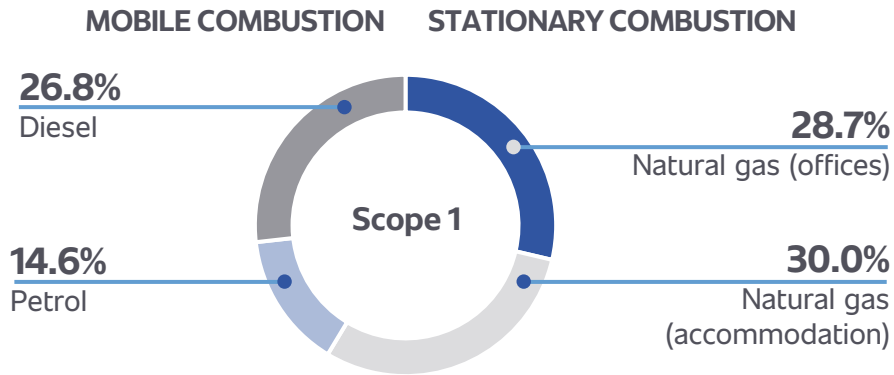
In scope 3 we account for business travel including hotel stays and business travel in company cars, employee commuting, homeworking, T&D (transmission and distribution) losses, project accommodation (upstream leased assets) where we don't control the billing, and waste. This is slightly broader than we collected in 2023. For 2024 we used spend-based emission factors for our business travel. In 2025 we will transition to activity-based factors for improved accuracy. A detailed emissions calculation methodology can be found in the appendix alongside a description of reasons for our 2023 restatement.

**Total emissions and total scope 1 and 2 emissions 2024 (%)**



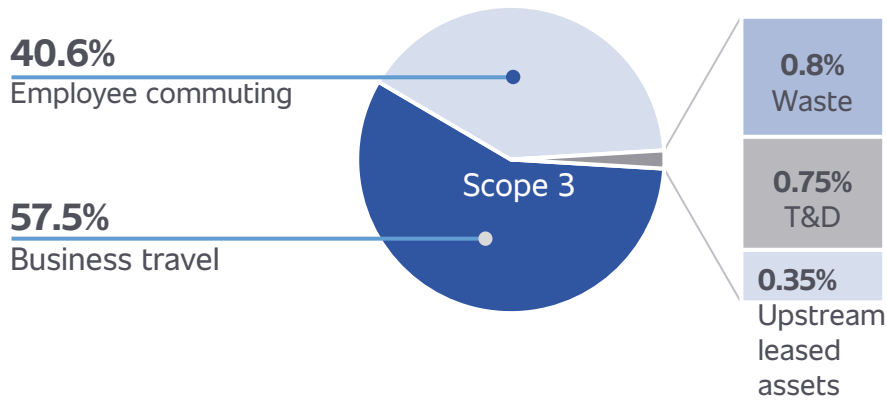
Our scope 1 and 2 emissions made up 10.2% of our total location-based emissions in 2024. This is an increase of 1.0 %-point from 9.2% in 2023. Although an accounting change moved emissions attributed to company car business travel and project accommodation with no control of the billing from scopes 1 and 2, to scope 3, two new offices led to the overall increase. Scope 1 emissions were almost double scope 2. Our market-based emissions remained higher than our location-based emissions as there were no renewables in our electricity mix.

Source of scope 1, 2 (location-based) (%)



The largest contribution to our scope 1 emissions was from the use of natural gas for heating in our offices and project accommodation. Mobile combustion accounted for a quarter of all scope 1 and 2 emissions from 3 pool cars (2 petrol, and 1 diesel). Typically, these assets are kept for a maximum of 5 years and will be replaced with electric vehicles at the end of their lease period.

Source of scope 1, 2 (location-based) (%)



In 2024, scope 3 emissions accounted for 89.8% of our total location-based emissions, a slight decrease of 1 %-points from 90.8% in 2023. Of our scope 3 emissions, the largest contribution was from business travel, responsible for 57.5% and employee commuting and homeworking (40.6%).

## 5.4 Energy and carbon reduction initiatives

In the next five years and beyond, our efforts to reduce our environmental impact will focus on the following targets:



We will work towards adapting our policies to ensure they support these targets and will increasingly ask the same of our supply chain. The biggest challenge to reducing our energy consumption and GHG emissions in 2024 was an inability to engage with the landlords of our leased office. In 2025 we will begin the process of finding a new head office location with the objective of moving to an all-electric facility powered by renewable electricity.

## 5.5 Our waste footprint

We track the waste generated in our offices and all construction management projects where we procure the waste carrier.

In 2024 we focused on improving our data collection and the accuracy of our estimates. We completed a waste audit over a one-week period and calculated a per person weight, which we used to estimate waste in all our offices for the year. We used this estimate to recalculate our 2023 data. For our projects, we created a standard waste tracker document which is now used by all construction management projects and has streamlined the process.

### 5.5.1 Office waste

In 2024 our volume of hazardous waste went up. This was due to a large IT refresh including two photocopiers reaching their end-of-life. Even with two new offices, our total non-hazardous waste went down.

#### Total hazardous and non-hazardous office waste (kg)



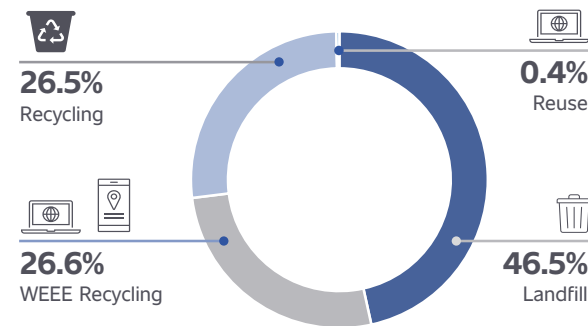
Business unit	Non-hazardous (kg)	Hazardous* (kg)
MiCiM Ltd	866.4	325
MiCiM Italia	12.6	0
MiCiM International	1.4	0
<b>TOTAL</b>	<b>880.4</b>	<b>325</b>

**100% of hazardous waste was reused or recycled**

\*Hazardous waste includes WEEE, batteries, and fluorescent light bulbs.

In 2023, 60.6% of our waste went to landfill. In 2024, our total waste has gone up, and the amount to landfill has reduced to 46.5%. This is due to the uplift in waste from an IT refresh of old laptops, all of which were reused or sent for recycling. In 2025, it's important that we focus on ways to reduce our waste in absolute terms.

#### 2024 Total office waste by destination



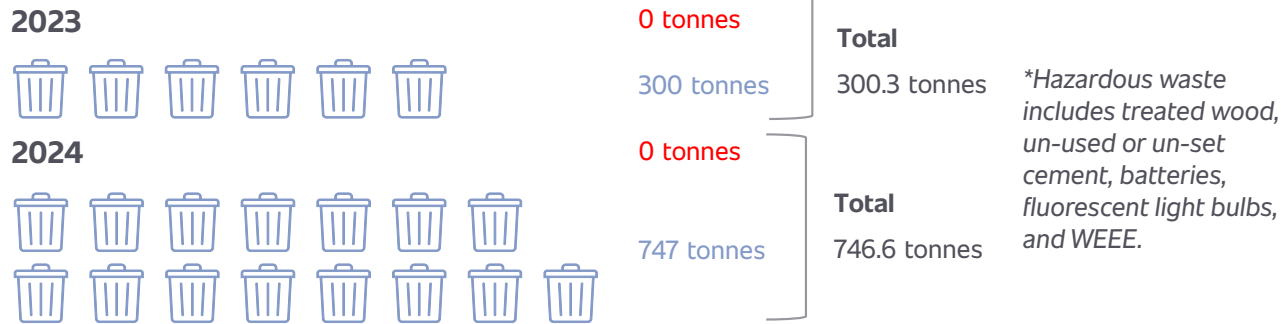
Destination (kg)	2023	2024	% change
Landfill	572	561	-1.85%
Recycling*	332	319	-3.65%
WEEE recycling**	24	321	1240%
Reuse***	16.9	4	-76.3%
<b>TOTAL</b>	<b>944</b>	<b>1205</b>	

\*Mixed dry recycling includes all recyclable materials except glass.  
 \*\*Laptops and photocopiers.  
 \*\*\*Donated laptops.

## 5.5.2 Site waste

In 2024 we continued to track the waste on projects where we were construction managers. This year, there were two sites.

### Total hazardous\* and non-hazardous site waste (tonnes)



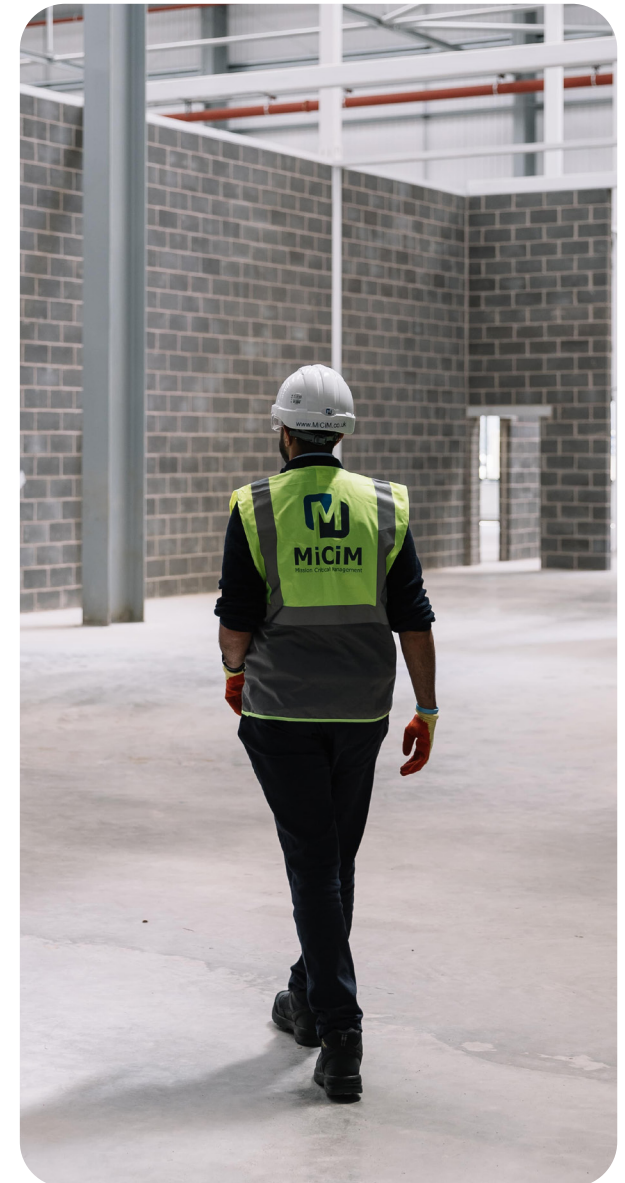
### Total site waste by type (tonnes)

Destination (tonnes)	2023	2024	
Bulky waste***	1.66	26.5	
Concrete	12.5	12.8	
Construction mixed waste	137	56.2	
General waste**	3.87	25.6	
Hardcore	4.38	280	
Mixed metals	47.6	0.74	
Paper and cardboard	2.90	1.04	
Plasterboard*	12.9	11.8	
Plastic	8.80	-	
Soil and stones	-	332	
Wood	68.4	-	
<b>TOTAL</b>	<b>300</b>	<b>747</b>	<b>141% variation compared to 2023</b>

\*Larger (non-WEEE) items cleared from site.

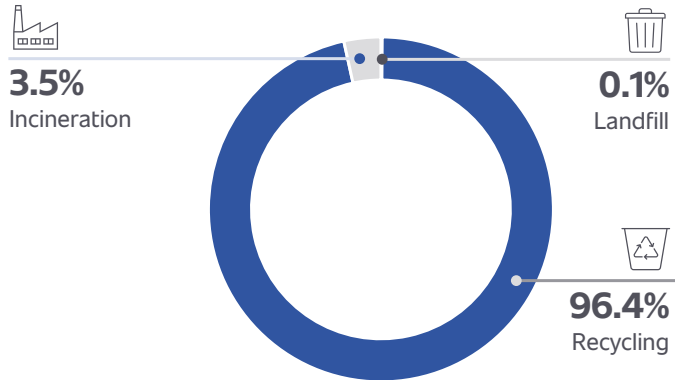
\*\*Anything else cleared from sites, mainly packaging, cardboard, and canteen waste.

\*\*\*Not defined as hazardous waste.



In 2024 the total amount of site waste generated was 747 tonnes, all of which was designated as non-hazardous. The increase in waste reflects the different types of projects completed across the years. In 2024 one key project included demolition. This reflects the increase in absolute terms.

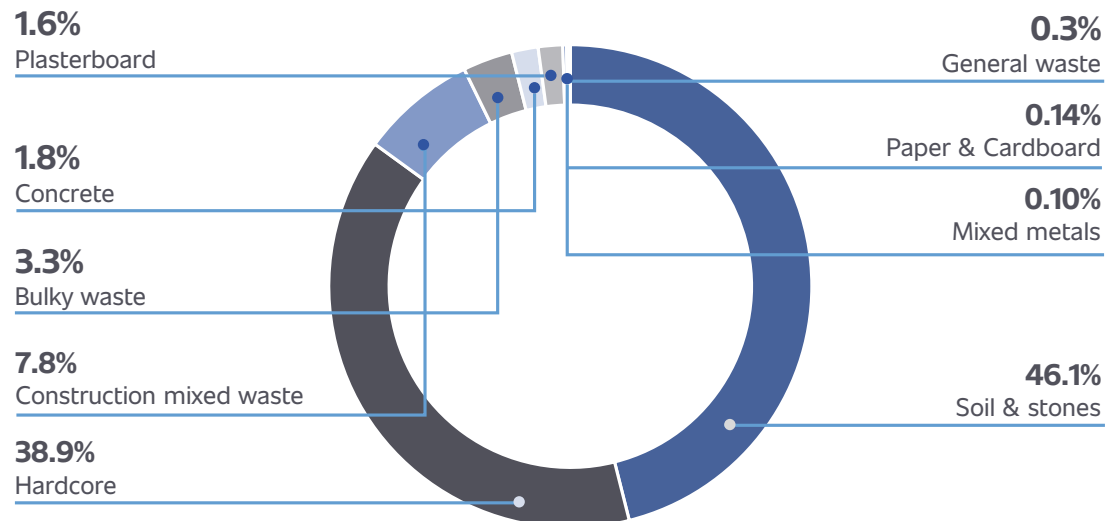
### Destination of total site waste 2024



Destination (tonnes)	2023	2024	Change compared to 2023
Landfill	-	0.90	-
Recycling	299	720	141%
Incineration	1.6	25.8	1503%
<b>TOTAL</b>	<b>300</b>	<b>747</b>	

In 2024 we diverted 99.9% of site waste from landfill. The 0.1% which was landfilled was general mixed waste from site cabins. 96.4% was recycled, the majority of which was from soil & stones, hardcore, and construction mixed waste. 3.5% of waste went to waste to energy, all of which came from general and bulky waste streams. No waste streams were directed to reuse.

### Total waste (tonnes) diverted from disposal to recycling



## 5.6 Tackling our waste

We are working towards two main aims to tackle our waste. The first aim is to increase the amount of waste we divert from landfill in our offices, and the second is to improve waste outcomes on our managed sites.

### AIM 1 - OFFICES



**Step 1:** This year we improved our waste estimates.

**Step 2:** We started to create waste education for our offices.

**Step 3:** Covered the need for better waste practices in our lunch and learn.

In 2025 we will start to collect and recycle flexible plastics which were found to be a large percentage of our landfill waste yet had no route to recycling through our office collection. Instead, we will collect and take to local collection sites ourselves.

### AIM 2 - SITES

Our approach to site waste is a longer-term goal. Firstly, because the process is more complex and because we are not always operationally responsible for the waste, meaning it requires more supply chain engagement. We will complete the following steps:



**Step 1:** For key project locations (past, existing, and pipeline) compile typical flow charts for waste leaving site.

**Step 2:** Benchmark the impact from these sites, for example scope 1 and 2 emissions, use of fossil fuels and electricity, and environmental initiatives.

**Step 3:** Investigate other contractors with improved performance in these areas.

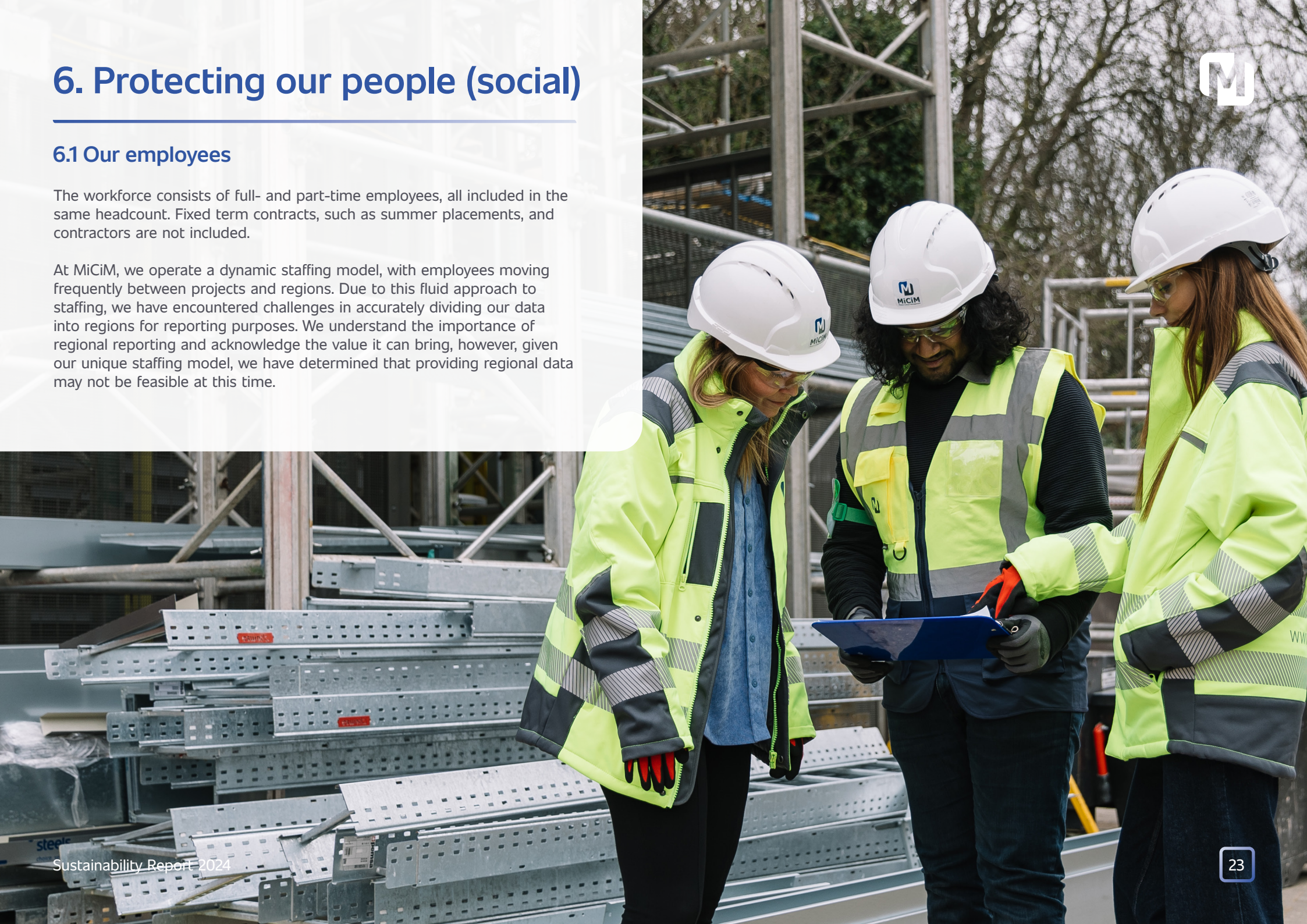
**Step 4:** Compile a list of these benchmarks that can be used on future projects when procuring waste carriers / treatment and that can be shared with our contractors who are also procuring waste carriers / treatment.

## 6. Protecting our people (social)

### 6.1 Our employees

The workforce consists of full- and part-time employees, all included in the same headcount. Fixed term contracts, such as summer placements, and contractors are not included.

At MiCiM, we operate a dynamic staffing model, with employees moving frequently between projects and regions. Due to this fluid approach to staffing, we have encountered challenges in accurately dividing our data into regions for reporting purposes. We understand the importance of regional reporting and acknowledge the value it can bring, however, given our unique staffing model, we have determined that providing regional data may not be feasible at this time.



**Table 1 Staff snapshot – 2023 compared to 2024**

		2023	2024	% change	
Total number of staff*		84	89	6%	
Of which self-employed contractor		23	18	-22%	
Of which MiCiM Group fixed-term contract employee**	All	1	5	400%	
	Male	0	4	∞	
	Female	1	1	0%	
Of which MiCiM Group permanent employee	All	60	66	10%	
	Male	All	39	44	13%
		Under 30	8	11	38%
		30-50	13	14	8%
		50+	18	19	6%
	Female	All	19	22	16%
		Under 30	8	5	-38%
		30-50	8	13	63%
50+		3	4	33%	
All MiCiM Group employees	All	61	71	16%	
	Male	39	48	23%	
	Female	20	23	15%	

\*As of 31st December 2023/2024.

\*\*During 2023 overall, we had 4 fixed-term student placements - 2 males and 2 females, all under 30 years old. 3 contracts expired before the start of the academic year 2023/2024.

During 2024 overall, we had 4 fixed-term student placements – 3 males and 1 female, all under 30 years old. All of which will expire before the start of the academic year 2025/2026. We also had 1 other fixed term contract for a labourer who was also under the age of 30 years old. Please note that our 1 female placement returned to work for us on a full-time permanent basis following the completion of her university degree and has since been recognised for her valuable contribution to projects and nominated for awards. Due to the success of our summer placement and graduate placement programmes we will continue to develop and support the next generation.

In 2024 overall MiCiM Group employees increased, reflecting our expansion within Europe. Of this increase, 6 were male and 3 female. This equates to a 10% increase in male employees and 16% increase in females. Our total employees went up, whilst contractors went down.

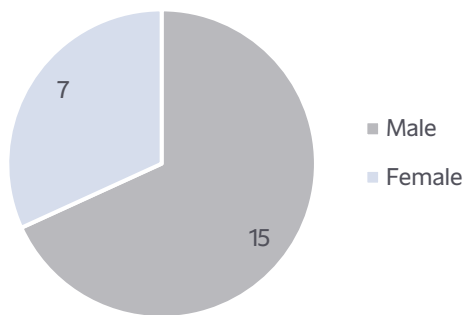
**Table 2 New employee hires by age group - 2023 compared to 2024**

Age group		Male 2023	Female 2023	Male 2024	Female 2024
Under 30	Total new hires	5	2	4	2
	New hire rate*	8%	3%	5%	2%
30-50	Total new hires	4	1	4	5
	New hire rate	7%	2%	5%	6%
Over 50	Total new hires	0	0	7	0
	New hire rate	0%	0%	8%	0%
MiCiM total	Total new hire	9	3	15	7
	New hire rate	15%	5%	17%	8%

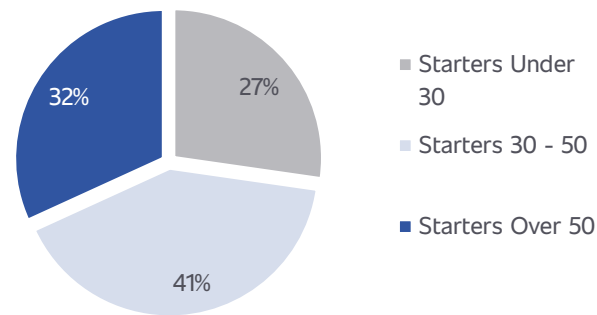
Overall, there were more new hires in 2024 than 2023, with double male to female intake. New hires in age groups under 50 remained similar, whilst there were 7 new hires in the over 50 age bracket compared to none in 2023.

\*New hire rate: (total new hires in year/total employees at end of the year) x100).

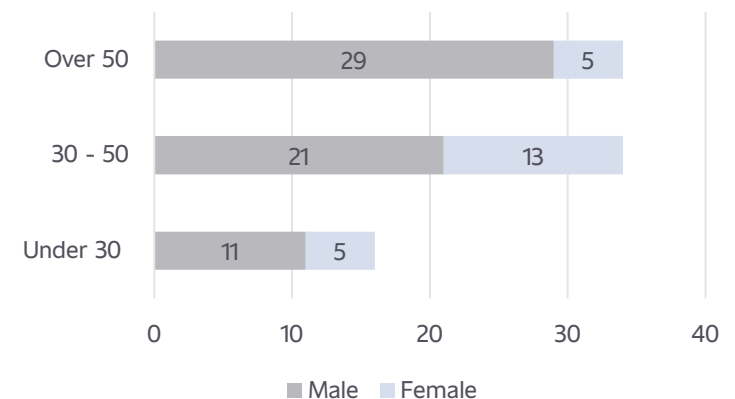
**MiCiM 2024 Starters by Gender**



**MiCiM 2024 Starters by Age**



**Snapshot of MiCiM Staff as of 31/12/2024 (excluding leavers)**



## 6.1.1 Gender diversity

Women make up 32% of MiCiM employees (fixed-term contract & permanent) which is over double the construction industry average of 15% found by CIOB (Chartered Institute of Building). Women make up 20% of the governing board, and at technical/site-based level 16% are women, which is more than 5 times the industry average of 2%.

### Gender diversity of employees (fixed-term contract and permanent) in 2024

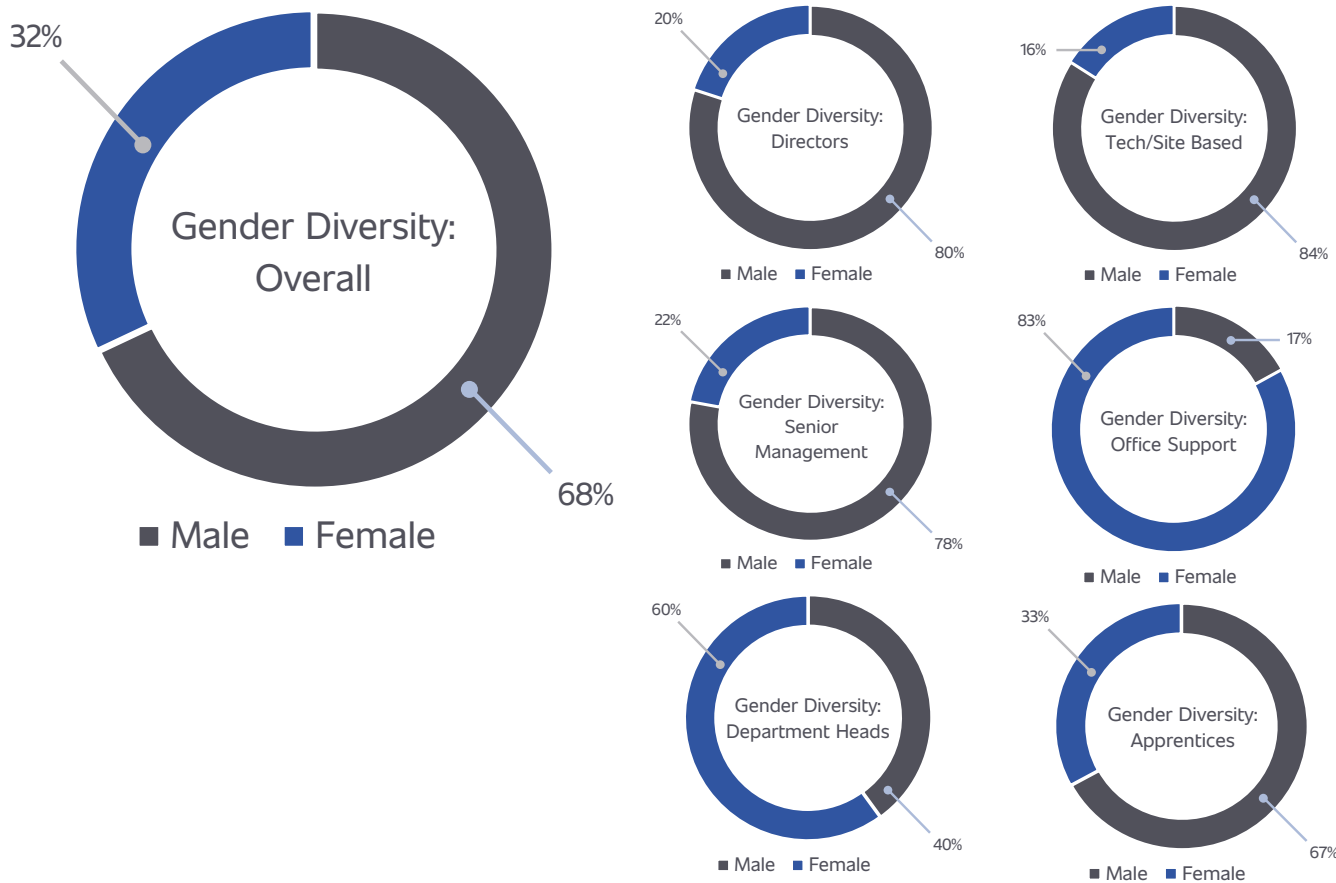


Table 3 gender diversity of employees (fixed-term contract and permanent)

Employee role	Gender	% of all workforce 2023	% of all workforce 2024
All	Male	65%	68%
	Female	35%	32%
Directors	Male	83%	80%
	Female	17%	20%
Senior management	Male	100%	78%
	Female	0%	22%
Department heads	Male	20%	40%
	Female	80%	60%
Tech / Site based	Male	86%	84%
	Female	14%	16%
Office Support	Male	0%	17%
	Female	100%	83%
Apprentices	Male	75%	67%
	Female	25%	33%

## 6.1.2 Age diversity

The age diversity at MiCiM reflects the progression through an individual's career. The youngest age bracket is found at apprentice level, after which the split increasingly matures as employees progress towards director level.

### Age diversity of employees in 2024

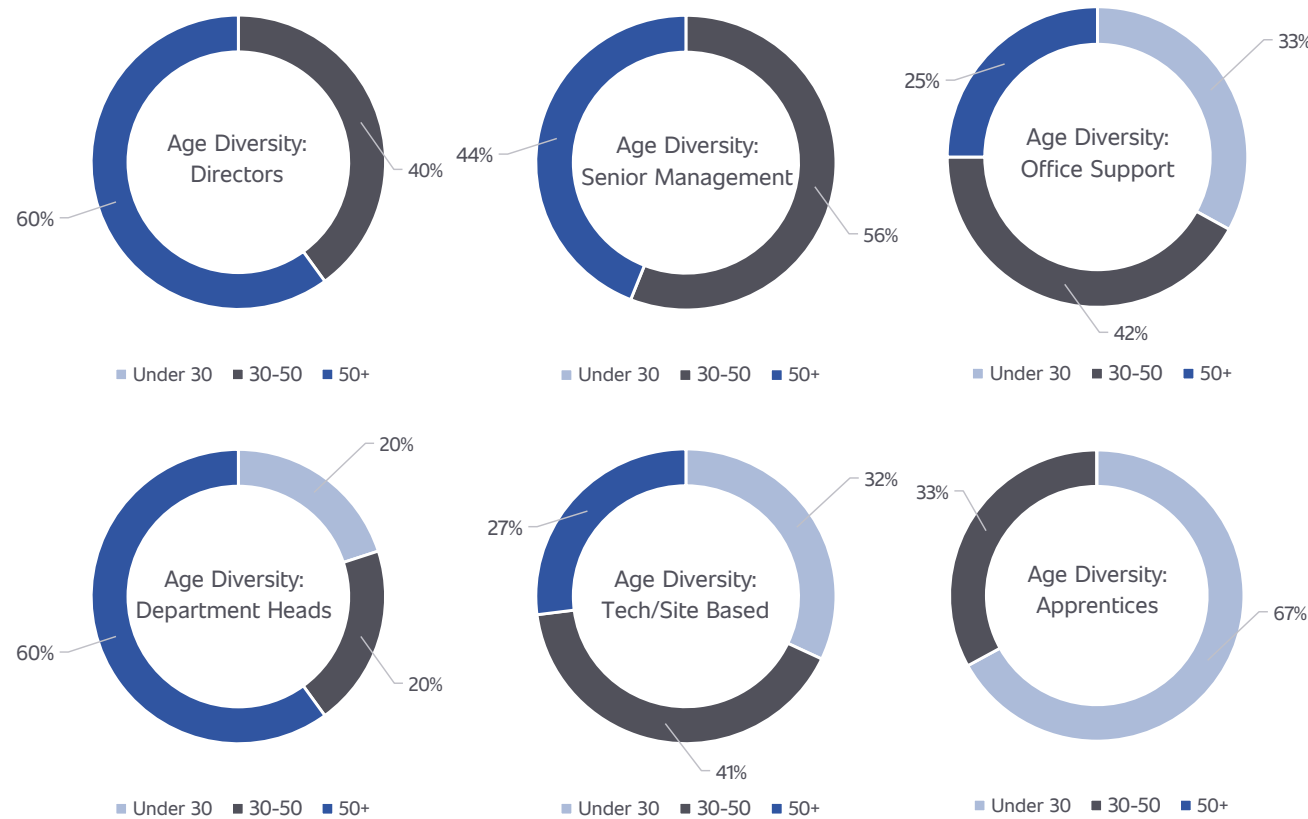


Table 4 age diversity of employees 2023 compared to 2024

Employee role	Age group	% 2023	% 2024
Directors	Under 30	0%	0%
	30-50	33%	40%
	50+	67%	60%
Senior management	Under 30	0%	0%
	30-50	40%	56%
	50+	60%	44%
Department heads	Under 30	20%	20%
	30-50	40%	20%
	50+	40%	60%
Tech / Site based	Under 30	17%	32%
	30-50	48%	41%
	50+	35%	27%
Office Support	Under 30	37%	33%
	30-50	27%	42%
	50+	36%	25%
Apprentices	Under 30	100%	67%
	30-50	0%	33%
	50+	0%	0%

### 6.1.3 Citizenship diversity

27% of MiCiM's employees are from countries outside of the UK - Australia, Bulgaria, France, Greece, Ireland, Italy, Kenya, Poland, Portugal, Slovakia and Spain. The greatest diversity is found within our technical and site-based staff.

#### Citizenship diversity of employees in 2024

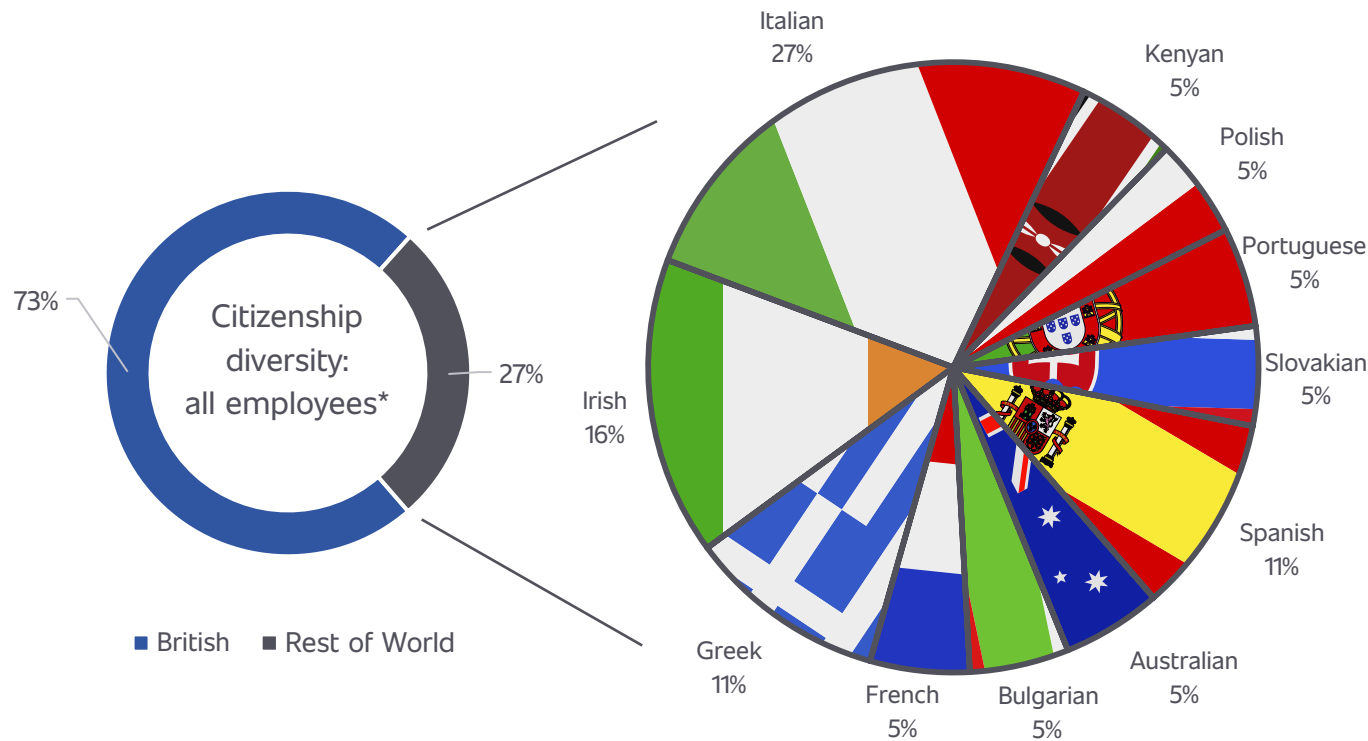
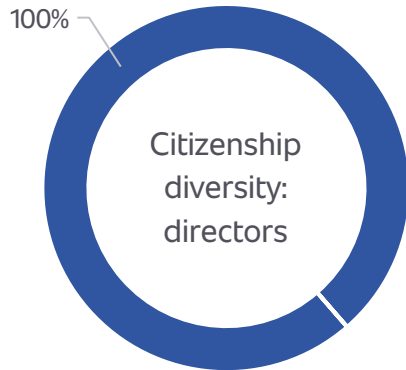


Table 5 citizenship diversity of employees 2023 compared to 2024 - British and Rest of World (RoW)

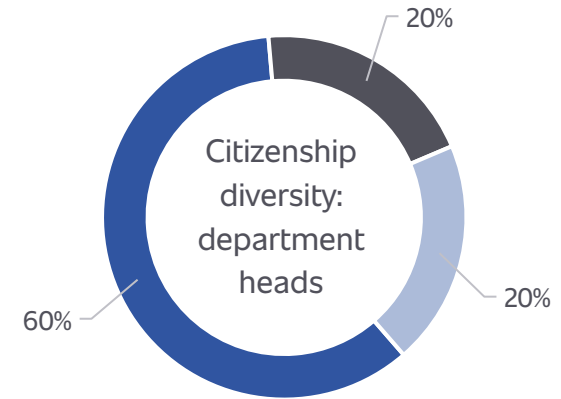
Employee role	Nationality	% 2023	% 2024
Directors	British	100%	100%
	RoW	0%	0%
Senior management	British	100%	78%
	RoW	0%	22%
Department heads	British	80%	60%
	RoW	20%	40%
Tech / Site based	British	69%	70%
	RoW	31%	30%
Office Support	British	64%	84%
	RoW	36%	16%
Apprentices	British	100%	33%
	RoW	0%	67%



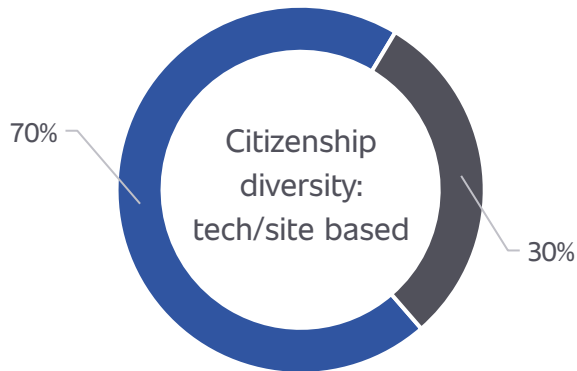
■ British ■ Rest of World



■ British ■ Irish ■ Greek



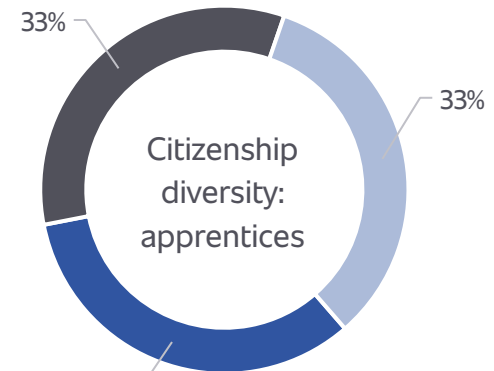
■ British ■ Australian ■ Italian



■ British ■ Rest of World



■ British ■ Polish ■ Italian

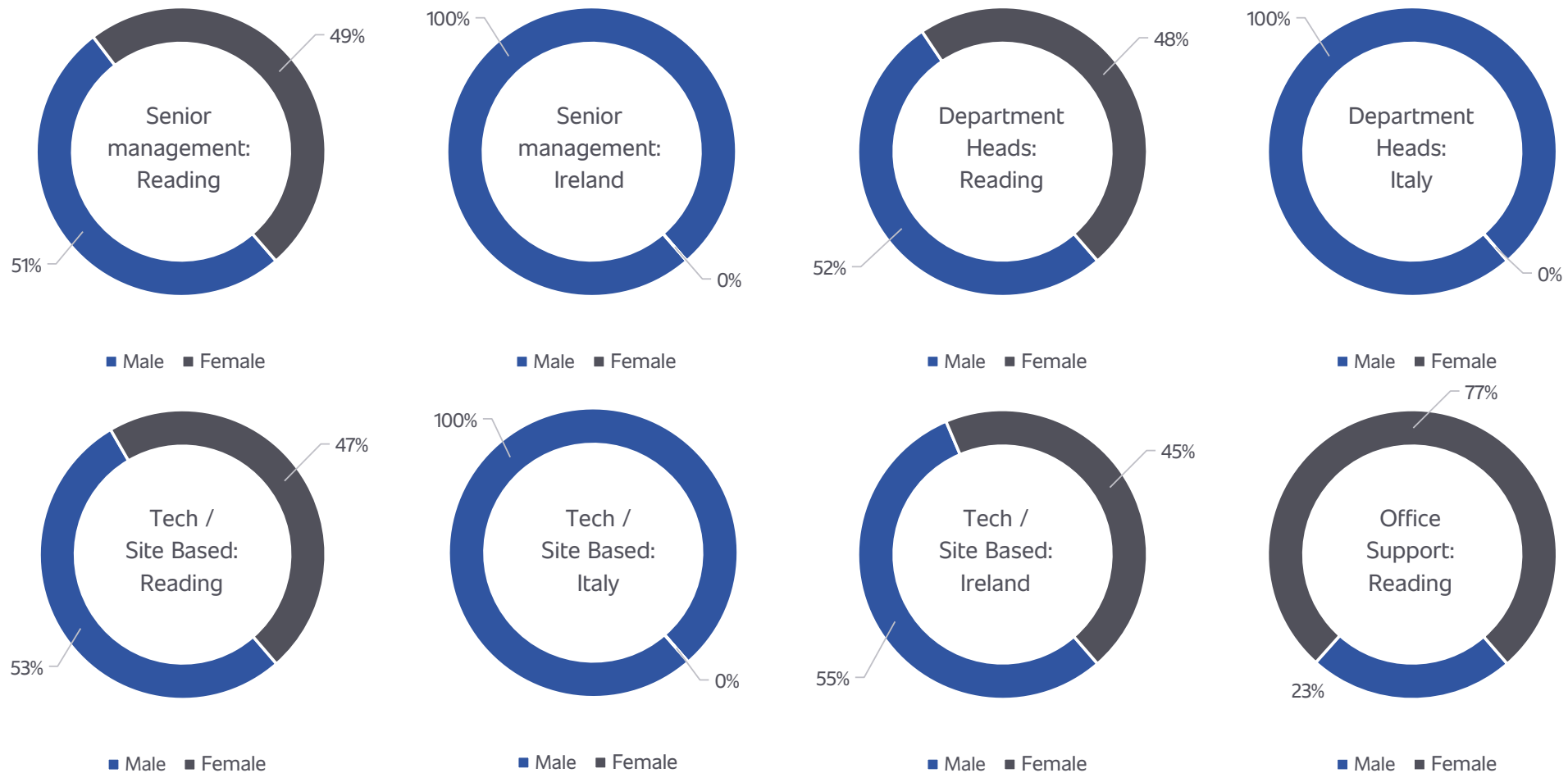


■ British ■ Kenyan ■ Spanish

## 6.1.4 Gender pay gap - remuneration

Ratio of basic salary and remuneration of women to men for each employee category, by significant locations of operation. Our significant locations of operation in this case are our Reading office, our Ireland office (MiCiM International), and our Italy office (MiCiM Italia). The following positions are not represented in the data due to vacancy: Senior management - Italy, department heads - Ireland, office support - Ireland, apprentices - Italy & Ireland.

### Basic salary & remuneration combined ratios of MiCiM staff by location in 2024



## 6.2 Enhancing our workplace culture through our new company values

### Collaboration

**Volunteering** – MiCiM continues to promote volunteering opportunities and encourages staff to volunteer in the local community. Our chosen corporate charity this year was Alexander Devine and throughout the year the team gave their time to various fundraising activities. Staff took on personal challenges such as a Santa fun run and a bake sale to raise funds. A total of £1,287 was raised for the charity. Personal volunteering by staff is also encouraged, by providing an additional 2 days of paid leave to pursue these opportunities. Several staff took the opportunity to volunteer for charities they were personally passionate about.

**Charity Partnerships** - We proudly partner with Mates in Mind, a leading charity committed to raising awareness and combating the stigma associated with poor mental health. Mates in Mind have empowered hundreds of organisations across the UK to tackle the silence surrounding mental ill-health and embed a positive culture change within these workplaces. During our 3-year partnership MiCiM has completed a mental health & wellbeing assessment to identify areas of improvement, provided access to nationwide counsellors, printed communication and campaign material, and a text support service which is shared and promoted to the team.



### Courage

**Mental health & staff wellbeing** – MiCiM is committed to opening up conversations on mental health and ran a companywide 'Time to Talk' day session, advising staff of the mental health support and resources available to them, as well as discussing how to spot the signs of poor mental wellbeing within their teams. We understand that it takes courage to open up about mental health and we therefore continually promote and talk about mental wellbeing as a company through various different initiatives. We have a dedicated Mental Health Committee of 13 staff members across all seniority levels, including director level. They discuss ideas for improving staff wellbeing, as well as current and new initiatives. The team includes trained mental health first responders, and advocates specialising in areas such as bereavement, women's health, and addiction. Internally, we share monthly health and wellbeing webinars, focusing on topical issues for that month such as International Men's Day or World Cancer Day. We also send out communications surrounding key areas that may impact our industry such as Mental Health Awareness Week, Stress Awareness Week and Suicide Prevention.

MiCiM provide staff with access to Perkbox's wellbeing section giving them access to talking therapies, hypnotherapy, workouts, meditation, and yoga to name a few. We also offer biennial company-funded health assessments to staff.

For those who prefer speaking with someone outside of MiCiM, our Employee Assistance Programme offers a confidential helpline and access to health professionals. Additionally, staff can benefit from counselling and psychology sessions provided through our private healthcare schemes which staff arrange independently as required.

We actively promote the Construction Industry Helpline and the Lighthouse Charity numbers, offering crucial support resources. Eligible staff are also informed about Able Futures, a government funded programme supporting workplace mental health.



## Accountability

**Flexible work** – At MiCiM we recognise that fostering a supportive and trusting environment is crucial for both employee wellbeing and organisational success. Depending on the project and specific role requirements, staff have a degree of autonomy in how they manage their work, with staff working remotely when not allocated on a project, or when they have a busy workload and need time to focus on tasks. Hybrid working arrangements are also in place for the support team at Head Office with core office and working from home days. The team take pride in being accountable for their work and the overall performance of the team is consistent despite where they carry out their tasks.

**Diversity, equity & inclusion (DE&I) policy & strategy** – Individuals with different cultures, perspectives and experiences are at the heart of the way MiCiM works. We want to recruit, develop and retain the most talented people, regardless of their background and make best use of their talents. At MiCiM we are guided by our values in everything we do and recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference to our clients. We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way.

## Pursuit of excellence

**Benefits package** – At MiCiM we prioritise our employees' wellbeing and job satisfaction through a robust and competitive benefits package. This includes gradually increasing company annual leave entitlement and an additional Christmas holiday closure. We offer an enhanced company pension scheme, private healthcare, and biennial health assessments to promote proactive wellbeing. Enhanced maternity and paternity policies are in place to support our employees during significant life events. Additionally, we provide life assurance, a discount portal, and subsidised gym memberships to encourage a healthy lifestyle. Two paid volunteering days allow our team to give back to the community. Furthermore, we extend benefits with our share scheme and car allowance options based on seniority level, reflecting our commitment to supporting our employees at every career stage.

**Living Wage Foundation** – MiCiM takes great pride in its status as a Living Wage Foundation employer, demonstrating a firm commitment to supporting its employees amidst the challenges posed by the cost-of-living crisis and beyond. The company is dedicated to inflationary pay increases to its staff, ensuring that their remuneration remains equitable and aligns with the prevailing economic conditions. The inflation rate review is carried out in March of each year and compared with the UK inflation rate which is measured by the Consumer Price Index (CPI).

**Enhanced parental benefits** – We foster a family-friendly workplace and help our employees to successfully balance their personal and professional lives, promoting a healthy work-life balance. Our maternity leave includes full pay for the first 4 months and half pay for the next 3 months. Paternity leave offers full pay for the two-week leave period. We aim to ease the burden of childcare costs by providing monetary allowance until the child's third birthday, supporting parents' return to work. Lastly, MiCiM supports new parents with flexible working arrangements when returning to work and would always honour a parental commitment or emergency by giving employees the time off as needed.

**Appraisal process** – In the 2024 appraisals we adapted our process to accommodate for staff who changed projects and therefore had different line management during the year review period. We introduced an appraising manager who was a senior member of the management team and selected appraising managers for each of our disciplines within the business. The appraising manager would then remain the same each year to ensure consistency for the individual, despite their line management changing. Line managers, if different to the appraising manager, could also join the appraisal meeting to give input and feedback on the employee's performance.

## 6.3 Our employment benefits

Full-time and part-time employees are entitled to the same set of benefits. Part-time employees may just receive the benefits on a pro-rata basis to reflect the number of days worked, such as holiday entitlement for example. Benefits available to temporary employees on fixed term contracts depend on the length of their contract and are specified upon joining. Contractors are not entitled to any of the company benefits. The benefits are the same across the board, however, a provider may be different depending on the length of overseas placement or home location (e.g., local private health insurance). Benefits include:

- Base 24 days annual leave entitlement, which increases by one day biennially up to a maximum of 30 days.
- Close of business for Christmas (approximately 7-10 days in addition to annual leave entitlement).
- Enhanced company pension scheme after 3-month postponement period.
- Private healthcare including optical/dental cashback and counselling sessions.
- Biennial health assessments.
- Enhanced maternity & paternity policies.
- Childcare allowance (will end in August 2025 due to government funding being available earlier).
- Death in service.
- Discount portal including health & wellbeing hub.
- Subsidised gym membership.
- 1 paid corporate volunteering day / 1 paid personal volunteering day.
- Share scheme for senior leadership team.
- Car allowance for senior management positions.

### Parental leave

All MiCiM employees are entitled to parental leave, regardless of whether they are full-time or part-time. To receive enhanced maternity pay, employees agree to come back to the company for a further 6 months after the leave period. Fixed-term employees would also be entitled to parental leave if eligible during the period of their fixed term contract.

In 2023 we had 2 paternity and 1 maternity leaves. Both employees came back after paternity leave. In 2024 we had 2 maternity leaves (one ongoing from 2023), one of which returned to work full-time in 2024, with the other ongoing into 2025.





## 6.4 Diversity, equity and inclusion

In 2024, MiCiM continued to strengthen its commitment to diversity, equity, and inclusion through meaningful engagement, industry collaboration, and outreach initiatives.

### Forum for Women in Data Centres (FWD)

Following our attendance at the Women at Data Cloud event in Cannes, MiCiM played a key role in the formation of the Forum for Women in Data Centres (FWD), a new industry steering group dedicated to promoting gender diversity. As an active member of this group, MiCiM is helping shape initiatives that support women at all career stages within the data centre sector. FWD now hosts at least four annual events, providing networking, mentorship, and professional development opportunities. The group has grown rapidly, with over 650 members in its LinkedIn community. Key events to date include our launch in September 2024, a panel discussion on careers in the industry, a networking event at Data Centre World, and a speed mentoring session, with further events planned for 2025.

### Inspiring Women in Construction & Engineering Awards

MiCiM was proud to be shortlisted in two categories at the Inspiring Women in Construction & Engineering Awards 2024: Excellence in Recruitment and Retention and Next Generation Employer of the Year. Although we did not win, we actively participated in the accompanying workshop, using the insights to inform and support our internal initiatives and to further engage our female team members.

### University of Reading built environment fair

MiCiM took part in the University of Reading's Built Environment Fair, engaging with students to raise awareness of career opportunities in construction and to inspire the next generation of diverse industry professionals.

### Ongoing DE&I commitment

Our commitment to DE&I extends beyond internal policies; we continue to develop our schools and university outreach programme and build upon our partnership with the University of Reading, we regularly attend industry events and forums, including those aimed at involving men in the gender equality conversation. MiCiM recognises the importance of inclusive dialogue and continues to seek out ways to broaden representation and allyship across all levels of the business.

## 6.5 Our commitment to health & safety

Our approach to health and safety, and commitment to it, did not undergo any major changes in 2024. It remains the highest priority for MiCiM.

### 6.5.1 Work-related injuries and ill health

In 2024 we recorded the following incidences of work-related injuries and ill health:

**Table 1 work-related injury and ill health for all employees**

	2023		2024	
	No.	Rate*	No.	Rate*
Fatalities from work-related injury	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0
Recordable work-related injuries	0	0	1	1.05
Work-related injury type	N/A		Pulled muscle from lifting a heavy door	
Estimated hours worked by employees	128,000 hours		128,000 hours	
Fatalities because of work-related ill health	0	0	0	0
Recordable work-related ill health	1	1.56	0	0
Work-related ill health type	Stress		N/A	

\* Based on 200,000 hours worked (estimated).

Table 2 Work-related injury and ill health for all workers who are not employees but whose work and/or workplace is controlled by the organisation:

	2023		2024	
	No.	Rate*	No.	Rate*
Fatalities from work-related injury	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0
Recordable work-related injuries	1	0.46	3	2.86
Work-related injury type	Cuts and bruises		Slips and trips	
Estimated hours worked by all non-employed workers	432,000 hours		432,000 hours	
Fatalities because of work-related ill health	0	0	0	0
Recordable work-related ill health	0	0	0	0
Work-related ill health type	N/A		N/A	

\* Based on 200,000 hours worked (estimated)



## 6.6 Continued learning and education

In September 2023 MiCiM partnered with Vision (training matrix software) which has enabled the company to simplify the management of staff training. It gives us a clear picture of our training landscape with a single glance, by providing real-time training status updates. It also allows us to centralise our staff training records, auto-assign training as required, and keep on top of training that is due to expire.



The training platform is now being well utilised for the recording of all staff training records and for the issuance of display screen equipment (DSE) assessments which all staff are required to complete upon joining as well as when they move to new projects. We can assign role disciplines to staff with mandatory training assigned to each discipline so that we can clearly see what training needs to be completed by each staff member.

At the end of 2024, we decided to collaborate with Vision's E-Learning partner iHasco who are an online workplace training provider. Their online E-learning modules are easy to use and they have an extensive library of accredited, high-quality courses covering business critical topics such as Health & Safety, HR, Compliance, and Soft Skills training. The training records integrate seamlessly into the Vision platform once completed and provide a different style of learning to our team.

In December 2024 we launched the first iHasco training module and rolled out mandatory sexual harassment training to all employees, with anti-bribery, and unconscious bias training rolled out to the team in the new year.

Due to budget constraints, mandatory training essential to the employees' roles was prioritised in 2024. Mandatory training that was arranged included health & safety, first aid, fire warden, mental health, SMSTS, CSCS skill cards, legionella and asbestos awareness for example. The maintenance of professional membership fees were also still covered by the company.

MiCiM remains committed to the training and development of its employees and providing a balance of awareness training specific to the role of the employee, and in addition support the development of individuals whether it be to stretch their expertise or level of responsibility, to broaden their areas of knowledge and competency. Training and development needs were collated during the company's annual appraisal process.

MiCiM's mentoring scheme continues to run, where one-to-one relationships are formed with someone within the business, who will help to coach and develop their mentee. The mentoring program requires strategic planning to connect people to the right mentors to help to increase knowledge and build skills for future goals and milestones for the mentee. The scheme is completed on a voluntary basis and does not affect the appraisal of the mentor but can help to enhance the future goals and aspirations of the mentee.



MiCiM identified training sessions that could be developed and delivered internally, as well as by external providers. As a result, the level of in-house training delivered to the team was significantly higher than in previous years, and many of the in-house sessions delivered were made mandatory for all staff to attend.

### Internal and external Lunch & Learn sessions

Lunch & Learn sessions were introduced as short, informal training and educational sessions. Internally, a session was developed on sustainability by the company's sustainability consultant which focused on what sustainability is, sustainability frameworks, net zero and business drivers surrounding sustainability for example. A further session was developed around mental health and wellbeing, in which the head of HR spoke to the team about the resources and initiatives available to staff if they needed support in any way, as well as how to identify signs of poor mental health within our teams and how to open up conversations surrounding mental health. A short session was also delivered on the company's anti-corruption policy by a company director at one of the monthly comms sessions during the year to all staff. External companies were also invited in throughout the year to deliver lunch and learn sessions to the team, including Fairhurst Engineering Solutions, Openspace, and X,Y,Z Reality.

### Project processes training

Project process training sessions were also developed internally by senior management staff from the various different business disciplines, so that we could provide staff with further training opportunities. They were made available to all staff, with sessions carried out at particular project stages from kick off through to completion. Project process training sessions available to staff are as follows:

- Bid Management
- Scopes of Work Writing
- Health & Safety
- QA Management
- Project Reporting
- Project Close Out

We also delivered further internal training to our teams on the following areas:

- Commercial Awareness
- Project Management Toolkit
- Project Commercials & Change Management
- Strategic Record Keeping

An internal training library is also available to staff on the MiCiM hub in which all training sessions can be re-watched or looked at as a refresher at a later date after the training course has been held.



## 6.6.1 Performance reviews

We had a fantastic up take on our annual appraisals this year with all staff completing an appraisal with the exception of those in probation who have their own review process at 1, 3 and 6 months, as well as members of the senior management team.

The breakdown of those who had appraisals is as follows:

% of employees receiving a voluntary performance review by gender	Total number	%
Female	12	38%
Male	19	62%
<b>TOTAL</b>	<b>31</b>	<b>56% completed an appraisal</b>

*Note - A total of 31 employees had appraisals out of 55, of which 31 completed an appraisal, 19 were not applicable due to seniority/employees in probation and 5 were directors.*

% of employees receiving a voluntary performance review by role	Total number	%
Apprentice	2	6%
Director	0	0%
Office support	6	20%
Operations board	4	13%
Senior management	5	16%
Technical or site based	14	45%

Next year's appraisal process will be further developed with a review planned for the new year to update the questions and align more to the new company values.

## 6.7 Advancing our sustainability knowledge

In 2024 we focused on improving the base knowledge of our employees in areas of sustainability. We ran a sustainability lunch-and-learn session and started a monthly sustainability newsletter. The initial focus of these has been on general sustainability issues relevant to everyday life. The aim of this is to strengthen interest in sustainability at a personal level, before progressing towards work-related topics. Sustainability outcomes are often improved when those involved are personally invested.

The newsletters have covered basic definitions of sustainability and introduced concepts like carbon scopes, carbon commitments, and Earth Day, introducing the concept of climate action. Future newsletters will include topics such as legislation, moving away from fossil fuels on site, and sustainable procurement. The topics are not limited to environmental sustainability, though this has been the initial focus.

We also ran a materiality workshop with the SMT (senior management team). This provided further opportunity to reinforce the foundations of our strategy and its goals.



# 7. Protecting our business (governance)



## 7.1 Our governance

MiCiM is governed by a board of three executive directors and two non-executive directors. None of the board hold positions outside of the organisation. One of the non-executive directors also acts as our contracts executive, advising and negotiating on the clauses of contracts we enter into. As both roles share the same business goals, there are no conflicts of interest. Four board members have been in place since the company was established in 2016. Since 2023, one director left the company and one became a non-executive director.

The board has a diverse range of expertise in different areas of the construction and data centre industries. One member of the board is female, two are under 50 years old, and all are British. As the company continues to grow, we aim to further increase the diversity of the board, drawing new expertise from our senior management team. The selection process is by nomination from the board and company owners and is based on merit. It considers competencies, including depth of experience and knowledge within their own fields of expertise and the broader industry, and will seek to improve all angles of diversity at this level.

The board makes decisions for all MiCiM organisations. Under the board sit eight senior management executives of the SMT (senior management team) and a 6-person operations board. Both meet monthly, the output of which feeds into quarterly meetings with the board.

Pay and bonuses for the whole company are reviewed on a yearly basis by the board through consideration of criteria set up to reflect personal, project and company performance. Bonuses for directors are only considered after this process and only once the cash flow of the business is protected. Because of the size of company, we do not have a remuneration committee or policy, and the process used doesn't specifically group criteria according to how they impact on the economy, environment, and people. Generally, pay rises and bonuses are linked to inflation.

### Annual total compensation ratio

For the reporting period, the annual total compensation ratio was calculated by dividing the annual total compensation for the organisation's highest-paid individual by the median annual total compensation for all the organisation's employees excluding the highest-paid individual.

The annual total compensation ratio for 2024 was 2.59.

This is no change to the 2023 value of 2.6, showing the gap between highest and median paid employees has not changed. Note this value was misstated in our 2023 report and is updated here.

This was calculated for MiCiM employees, with full-time equivalent (FTE) pay rates used for those employees who work on a part-time basis. Compensation calculated includes basic salary, pension contribution and car allowances, excluding benefits-in-kind such as private healthcare.



## 7.2 Our ethics in business

We continue our commitment to running our business in a way that ensures we uphold our company values.

### Human rights

At MiCiM, we believe that our business can only flourish where human rights are protected and respected. We are committed to respecting the human rights of everyone we come in contact with, both through our business, and within the communities in which we operate. We are also conscious that this is important to all our stakeholders, including our employees, workers, shareholders, clients, and the communities in which we operate. We therefore updated our DE&I policy to include a section on the company's stance regarding human rights and ensured that human rights are incorporated into our policies where applicable.

### Diversity, equity and inclusion strategy document

MiCiM also introduced a DE&I strategy document to the team outlining the company's DE&I vision, as well as the objectives and goals the company wants to achieve to help ensure that we create and maintain a working environment that promotes dignity, equality, and respect for all.

### Policy review

In 2025 we will be implementing an annual review process for company policies and procedures to ensure they are up to date and reflect our current practices. All mandatory policies will be issued via our HRIS employment hero and will require an acknowledgement by the staff member that they have been read. We will also give staff the opportunity to provide feedback on the policies and procedures and ask any questions that they may have.

### Anti-corruption

As disclosed in our 2023 report, it was recognised that a potential source of corruption was within the supply chain and as a result, any employee recommending a new supplier/ contractor must sign a statement confirming they haven't taken an incentive in return for the recommendation. However, by the nature of the business we operate in, even if suppliers are added to our approved supplier/contractor list they are still required to tender for any work package they wish to be involved with.

We ask for anti-bribery policies from all contractors that go through our pre-qualification process. When requested of us during a prequalification process we provide our anti-bribery policy.

In 2024, our anti-bribery policy was discussed in our November 2024, company-wide monthly comms session with plans to roll out training in 2025.

In 2024, there were zero confirmed incidents of corruption.

## 7.3 Sustainable procurement

In 2024 we upgraded our prequalification process. This involved moving the assessment from a manual spreadsheet tracker to Smartsheets. The aim of this was to reduce the time taken in accessing, reviewing, and scoring the information.

The questions asked and variables used in the screening remain the same as reported in 2023, however the data is now presented in a more user-friendly way, enabling us to monitor our supply chain against legislation, our values, and ISO accreditations much more efficiently. The process is now as follows:

- Link to complete Smartsheets questionnaire is sent via email from MiCiM PMO to key contact at supplier company. This could be an initial completion of the PQQ for the first time or an annual refresher when required.
- Supplier company completes the questionnaire online via Smartsheets, with dedicated sections to upload supporting documentation such as insurance certificates.
- Once complete, responses automatically prompt MiCiM PMO to quality check. If there are any discrepancies these can be clarified via email and manually edited on the system.
- Once QA approved, responses automatically go to selected individuals within the company to check for compliance within specific areas – Commercial, Health and Safety, Environmental & Sustainability, Social & Ethical, Business Continuity, Insurance, and Project Experience & Capabilities. The individuals reviewing these sections can comment on responses should they wish, and either approve or decline their respective sections.
- Once all individual reviews have been completed, MiCiM PMO grant a status based on the overall responses. There is also the opportunity at this stage to clarify any comments with the supplier contact before final review.
- Final review will either accept or reject the organisations request to re/join MiCiM's supply chain. Approved companies are added to a database available to MiCiM staff for communication when looking to engage with suppliers, for example when tendering new job opportunities.

In 2024 following the above process, all contractors and suppliers added to MiCiM's 'approved supply chain' for use on our construction projects were screened for environmental and social impacts.

It is an aim for 2025 to enhance this procedure to enable us to also screen our vendors (suppliers of consumables and services for operations outside of construction activities such as office supplies, photography, and hotel chains) against the same categories.

**in 2024, 100% of suppliers were subject to environmental screening & social screening.**

As a business we do very little procurement of physical goods, however, we manage project contractors that are involved in procurement construction materials and building services equipment. In 2025, alongside engagement with key external stakeholders on our materiality assessment, we aim to collaborate on ways to improve procurement practices of our supply chain. There are two main areas we will look at:

### Supply chain procurement policy

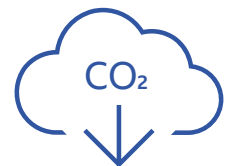
In the first instance these will be a set of guiding principles that we expect our supply chain to work towards when undertaking procurement, for example:

1. Fossil fuel free plant, machinery, and vehicles.
2. Low carbon materials and equipment.
3. Procure products that don't contain substances listed in the candidate list (REACH).
4. Consider ways to increase reuse.



### Carbon tracking

We aim to offer more carbon tracking on projects from the earliest stages possible. This allows clients to better understand where they can make procurement decisions in their supply chain. It also allows for carbon to be tracked iteratively across the whole life cycle of the built asset rather than to the end of completion on site.



# 8. Appendix



## 8.1 Material topics

We organised our impact groups of (topics) from step 2 of our materiality assessment according to an ESG perspective and plotted them in a materiality matrix. Although we continuously monitor all groups, those within the prioritise quadrant will be covered in our reporting as our material topics.

Material topic	Linked GRI topic
Carbon emissions	GRI 305
Energy consumption	GRI 302
Energy management and carbon emissions reduction strategy	GRI 302, GRI 305
Sustainable procurement (environmental and social performance of our suppliers)	GRI 308, GRI 414
Sustainability strategy	All
Waste management	GRI 306
Employee diversity, equity & inclusion	GRI 405
Employee benefits & wellbeing	GRI 401
Commitment to health & safety	GRI 403
Health & safety – work-related accidents/injuries	GRI 403
Learning & education	GRI 404
Diversity, equity & inclusion in MiCiM governance	GRI 405
Ethical business	GRI 205

## 8.2 Emissions calculation methodology and restatements

### 2023 restatement

This year we have worked hard to improve our data collection process. Subsequently, we are restating our 2023 baseline accounts to adjust for:

- Pool car mileage (scopes 1 & 2) uncollected data with the initial approach used:
  - + Initial approach: Business travel survey.
  - + Updated approach: Mileage direct from accounts.
- Business travel in company cars (upstream leased assets) - accounting change:
  - + Initial approach: All: Scopes 1 and 2 (like our leased offices).
  - + New approach: Pool cars: Scopes 1 and 2. We have influence to change usage. Company cars: Scope 3. No influence to change usage.
- Project accommodation (upstream leased assets) - accounting change:
  - + Initial approach: All: Scopes 1 and 2.
  - + New approach: Accommodation with utility bills: Scopes 1 and 2. Accommodation without utility bills: Scope 3.
- Emission factors:
  - + AIB emission factors for residual grid mixes were updated from 2022 to 2023 values.
  - + Non-UK grid mix updated from 2022 to 2023 values.
  - + Non-UK grid mix source changed to Ember from Our World in Data (OWiD) because of errors found in the OWiD dataset.
- Office waste estimate:
  - + Reduced following a 2024 survey found the 2023 data was overestimated.
- Office occupancy:
  - + Consumption in small regional offices reduced to reflect occupancy (days per week).
- Employee commute:
  - + 50% response rate to the employee commute survey was not accounted for.
- Community CHP (accommodation):
  - + T&D losses added.
- Minor errors:
  - + London office tenancy start date, underestimate in accommodation consumption.

### Standards and guidance

We quantify our GHG emissions in alignment with the WRI/WBCSD, GHG Protocol: A Corporate Accounting and Reporting standards:

Scope 1: WRI/WBCSD, GHG Protocol: A Corporate Accounting and Reporting standard, Revised Edition.

Scope 2: WRI, GHG Protocol Scope 2 Guidance: An Amendment to the GHG Protocol Corporate Standard.

Scope 3: WRI/WBCSD, GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Supplement to the GHG Protocol Corporate Accounting and Reporting Standard. WRI, GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

### 2024 GHG Emissions Sources

Our 2024 accounts include the following categories:

Scope 1: Natural gas (head office boiler and accommodation with bills)  
Petrol/diesel (MiCiM pool cars)

Scope 2: Electricity (offices, pool cars, accommodation with bills)  
Purchased heat – landlord-controlled boilers (offices)  
Purchased heat – community CHP (accommodation)

Scope 3: Category 3 Fuel - and energy-related activities not included in scope 1 or scope 2 (electricity and community CHP transmission and distribution losses)  
Category 5 Waste generated in operations (offices, construction manager projects)  
Category 6 Business travel (hotel stays, business travel in company cars (ULAs)),  
Category 7 Employee commuting (including homeworking),  
Category 8 Upstream leased assets (accommodation without bills)

Note – our 2023 accounts did not include hotel stays. This is new data for 2024.

## Scope of accounts

MiCiM Group consolidate their accounts using the operational control approach. The organisational boundaries are such that in both equity and operational control approaches MiCiM accounts for 100% of the emissions created by its subsidiaries. In line with the GHG Protocol Corporate Standard, both location- and market-based approaches have been used to account for emissions from electricity consumption.

## Emission factors

- Defra (2024), UK Government GHG Conversion Factors for Company Reporting.
- AIB (2024), European Residual Mixes.
- CaDI (2024), Carbon Database Initiative (T&D losses in non-UK countries), <https://www.carbondi.com/#electricity-factors/>
- Ember (2024), Ember Electricity Data Explorer, [ember-energy.org](https://ember-energy.org)
- Defra (2024), Supply chain emission factors for spending on products [Online]. Available: [carbonsaver.org/tools/scope\\_3\\_CO2e\\_factors.php](https://carbonsaver.org/tools/scope_3_CO2e_factors.php) and <https://www.gov.uk/government/statistics/uks-carbon-footprint#full-publication-update-history>

## Data collection

	Emission source	Data sources
Offices: Reading, Italy, Ireland	Gas, Electricity Waste	<ul style="list-style-type: none"> <li>■ CIBSE TM46 energy benchmarks 2007</li> <li>■ Based on Reading waste survey</li> </ul>
Offices: London	Gas Electricity Waste	<ul style="list-style-type: none"> <li>■ CIBSE TM46 energy benchmarks 2007</li> <li>■ Plug meters + lighting estimate</li> <li>■ Based on Reading waste survey</li> </ul>
Accommodation: UK	Floor area Gas, Electricity Community CHP	<ul style="list-style-type: none"> <li>■ Energy certificate (online government portal)</li> <li>■ CIBSE Energy Benchmarking Dashboard</li> <li>■ Energy certificate (estimated annual consumption)</li> </ul>
Accommodation: Switzerland	Floor area Gas, Electricity	<ul style="list-style-type: none"> <li>■ Estimated</li> <li>■ EU27 + UK average energy consumption/m2/year value from a 2017 BEIS study (based on ODYSSEE-MURE project)</li> </ul>
Pool cars	Fuel	<ul style="list-style-type: none"> <li>■ Accounts mileage</li> </ul>
Business travel	Travel, hotel stays	<ul style="list-style-type: none"> <li>■ Travel manager booking data, accounts (company car mileage and expenses)</li> </ul>
Employee commute	Travel, homework	<ul style="list-style-type: none"> <li>■ Employee commute survey</li> </ul>
Project site cabin Project site waste	Electricity (no gas) Waste	<ul style="list-style-type: none"> <li>■ CIBSE TM46 energy benchmarks 2007</li> <li>■ Project waste trackers</li> </ul>

## Future accounting

In 2024 we improved the data collection of our scope 3 categories. Our aim for 2025 is to finalise our approach to collecting business travel data and to begin a screening study of the rest of our scope 3 emissions to establish hotspots.

## 8.3 GRI content index

We have compiled our report with reference to the GRI (Global Reporting Initiatives) guidelines. This section should be read in conjunction with the [2023 MiCiM Sustainability Report](#).

<b>Statement of use</b>	MiCiM has reported the information cited in this GRI content index for the period [January 1st - December 31st, 2024] with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	About MiCiM
	2-2 Entities included in the organization’s sustainability reporting	About MiCiM
	2-3 Reporting period, frequency, and contact point	About this Report
	2-4 Restatements of information	Emissions Calculation Methodology and Restatements   Our Governance
	2-5 External assurance	Omitted. We chose to improve our data collection and reporting processes before looking for external assurances. We aim to do this before 2030
	2-6 Activities, value chain and other business relationships	About MiCiM   Our Value Chain
	2-7 Employees	Our employees
	2-8 Workers who are not employees	Our employees
	2-9 Governance structure and composition	Our governance
	2-10 Nomination and selection of the highest governance body	There was no change to the nomination and selection process in 2024. See also: <a href="#">2023 MiCiM Sustainability Report</a> .
	2-11 Chair of the highest governance body	Our Governance



GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	In 2024, the overall governance structure for our sustainability strategy remained the same, however, Villie Xeni took over the role of Chris Jarman in the internal auditing of our work. For further information see: <a href="#">2023 MiCiM Sustainability Report</a> . See also: Governance of Our Sustainability Strategy
	2-13 Delegation of responsibility for managing impacts	No change in 2024. See: Governance of Our Sustainability Strategy For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-14 Role of the highest governance body in sustainability reporting	No change in 2024. See: Governance of Our Sustainability Strategy For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-15 Conflicts of interest	No change in 2024 to the process for prevention and mitigation. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-16 Communication of critical concerns	No change in 2024 to our grievance mechanism. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-17 Collective knowledge of the highest governance body	Advancing our Sustainability Knowledge
	2-18 Evaluation of the performance of the highest governance body	Governance of our Sustainability Strategy
	2-19 Remuneration policies	No change to our remuneration policies in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-20 Process to determine remuneration	No change to our remuneration policies in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
2-21 Annual total compensation ratio	Our governance	



GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Introduction
	2-23 Policy commitments	We do due diligence on our supply chain through our PQQ process (pre-qualification questions). It is also included in our modern slavery statement. This has not changed since 2023. For further information see: <a href="#">2023 MiCiM Sustainability Report</a> . Our current commitments do not stipulate using the precautionary principle. See also: Our Ethics in Business
	2-24 Embedding policy commitments	No change in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a> . See also: Our Ethics in Business
	2-25 Processes to remediate negative impacts	No change in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-26 Mechanisms for seeking advice and raising concerns	No change in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-27 Compliance with laws and regulations	We did not have any instances of non-compliance with laws and regulations in 2024
	2-28 Membership associations	MiCiM Accreditations and Affiliations
	2-29 Approach to stakeholder engagement	We continue to work hard on ensuring we have meaningful two-way and adaptable communication channels with our key stakeholders. We made no significant changes to this in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	2-30 Collective bargaining agreements	Our employees are not covered by collective bargaining agreements. Working conditions and terms of employment are set by HR and agreed by the board. These are laid out in employment contracts, an employee handbook and company policies.

Material topics	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality
	3-2 List of material topics	Materiality   Material Topics and the UN SDGs   Material Topics (Appendix)
	3-3 Management of material topics	Materiality   2023 Sustainability Report
<b>Procurement practices</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Omitted – see Our Sustainability Strategy
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Omitted – see Our Sustainability Strategy
<b>Anti-corruption</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethics in Business
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Our Ethics in Business
	205-2 Communication and training about anti-corruption policies and procedures	Our Ethics in Business
	205-3 Confirmed incidents of corruption and actions taken	Our Ethics in Business
<b>Energy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Energy Footprint
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Internal Energy Consumption
	302-2 Energy consumption outside of the organization	External Energy Consumption
	302-3 Energy intensity	Our Energy Footprint
	302-4 Reduction of energy consumption	Energy and Carbon Reduction Initiatives
	302-5 Reductions in energy requirements of products and services	Omitted - This is not relevant to the services we provide.



Emissions	Disclosure	Location
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Carbon Emissions
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Carbon Emissions   Emissions Calculation Methodology and Restatements
	305-2 Energy indirect (Scope 2) GHG emissions	Our Carbon Emissions   Emissions Calculation Methodology and Restatements
	305-3 Other indirect (Scope 3) GHG emissions	Our Carbon Emissions   Emissions Calculation Methodology and Restatements
	305-4 GHG emissions intensity	Our Carbon Emissions   Emissions Calculation Methodology and Restatements
	305-5 Reduction of GHG emissions	Energy and Carbon Reduction Initiatives
	305-6 Emissions of ozone-depleting substances (ODS)	Omitted - We did not emit any ODS in 2024
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted - We did not emit any NOx, SOx, or other significant gases to air in 2024.
<b>Waste</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Waste Footprint   Tackling our Waste
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Tackling our Waste
	306-3 Waste generated	Our Waste Footprint   Tackling our Waste
	306-4 Waste diverted from disposal	Our Waste Footprint   Tackling our Waste
	306-5 Waste directed to disposal	Our Waste Footprint   Tackling our Waste



Supplier Environmental Assessment	Disclosure	Location
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Procurement
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement
	308-2 Negative environmental impacts in the supply chain and actions taken	Omitted – We are working to improve the tracking part of our screening process. We currently ask what our suppliers are doing and building a picture of this. We aim to update this process to better capture any negative impacts in the supply chain and take action. In the first instance this is likely to be around asking contractors for carbon data when a material or equipment is specified and/or procured.
<b>Employment</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Employees   Our Ethics in Business
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Employees
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Employment Benefits
	401-3 Parental leave	Our Employment Benefits
<b>Occupational health and safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2023 MiCiM Sustainability Report</a>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-2 Hazard identification, risk assessment, and incident investigation	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-3 Occupational health services	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-4 Worker participation, consultation, and communication on occupational health and safety	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-5 Worker training on occupational health and safety	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>



Occupational health and safety	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-8 Workers covered by an occupational health and safety management system	No changes in 2024. For further information see: <a href="#">2023 MiCiM Sustainability Report</a>
	403-9 Work-related injuries	Our Commitment to Health & Safety
	403-10 Work-related ill health	Our Commitment to Health & Safety
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Continued Learning and Education
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Because of a training freeze in 2024, we have omitted this value in this annual report. See also: Continued Learning and Education
	404-2 Programs for upgrading employee skills and transition assistance programs	Continued Learning and Education
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Reviews
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity, and Inclusion
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity, and Inclusion   Our Governance
	405-2 Ratio of basic salary and remuneration of women to men	Diversity, Equity, and Inclusion




Supplier social assessment	Disclosure	Location
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Procurement
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Procurement
	414-2 Negative social impacts in the supply chain and actions taken	Omitted – As per the environmental assessment of our suppliers we are working to improve the tracking part of our screening process. We currently ask what our suppliers are doing and building a picture of this. We aim to update this process to better capture any negative impacts in the supply chain and take action. In the first instance this is likely to be around contacting our main suppliers and asking about the social impacts in their supply chain.



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