



Capita Plc

2025 CDP Corporate Questionnaire 2025

Word version

Important: this export excludes unanswered questions

This document is an export of your organization's CDP questionnaire response. It contains all data points for questions that are answered or in progress. There may be questions or data points that you have been requested to provide, which are missing from this document because they are currently unanswered. Please note that it is your responsibility to verify that your questionnaire response is complete prior to submission. CDP will not be liable for any failure to do so.

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01/16/2026, 10:38 am

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C1. Introduction

(1.1) In which language are you submitting your response?

Select from:

English

(1.2) Select the currency used for all financial information disclosed throughout your response.

Select from:

GBP

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

Select from:

Publicly traded organization

(1.3.3) Description of organization

We are a modern outsourcer. Capita supports clients across the public and private sectors run complex business processes more efficiently. We provide people-based services underpinned by market-leading technology, creating better end-user experiences.

[Fixed row]

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

	End date of reporting year	Alignment of this reporting period with your financial reporting period	Indicate if you are providing emissions data for past reporting years
	12/31/2024	Select from: <input checked="" type="checkbox"/> Yes	Select from: <input checked="" type="checkbox"/> No

[Fixed row]

(1.4.1) What is your organization's annual revenue for the reporting period?

2421600000

(1.5) Provide details on your reporting boundary.

	Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?
	Select from: <input checked="" type="checkbox"/> Yes

[Fixed row]

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

ISIN code - bond

(1.6.1) Does your organization use this unique identifier?

Select from:

No

ISIN code - equity

(1.6.1) Does your organization use this unique identifier?

Select from:

Yes

(1.6.2) Provide your unique identifier

GB00B23K0M20 GB00BPCT7534

CUSIP number

(1.6.1) Does your organization use this unique identifier?

Select from:

No

Ticker symbol

(1.6.1) Does your organization use this unique identifier?

Select from:

Yes

(1.6.2) Provide your unique identifier

CPI

SEDOL code

(1.6.1) Does your organization use this unique identifier?

Select from:

Yes

(1.6.2) Provide your unique identifier

BPCT753

LEI number

(1.6.1) Does your organization use this unique identifier?

Select from:

Yes

(1.6.2) Provide your unique identifier

CMIGEWPLHL4M7ZV0IZ88

D-U-N-S number

(1.6.1) Does your organization use this unique identifier?

Select from:

Yes

(1.6.2) Provide your unique identifier

298782947

Other unique identifier

(1.6.1) Does your organization use this unique identifier?

Select from:

No

[Add row]

(1.7) Select the countries/areas in which you operate.

Select all that apply

- India
- Switzerland
- Poland
- South Africa
- Germany
- United Kingdom of Great Britain and Northern Ireland
- Ireland
- Bulgaria

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

Select from:

- Yes, we have mapped or are currently in the process of mapping our value chain

(1.24.2) Value chain stages covered in mapping

Select all that apply

- Upstream value chain
- Downstream value chain

(1.24.3) Highest supplier tier mapped

Select from:

- Tier 2 suppliers

(1.24.4) Highest supplier tier known but not mapped

Select from:

- All supplier tiers known have been mapped

(1.24.7) Description of mapping process and coverage

Capita's value chain mapping was conducted to support compliance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The primary objective was to identify where in the upstream, own operations, and downstream segments the most significant Impacts, Risks, and Opportunities (IROs) are likely to occur. 1. Mapping Process. The mapping process followed EFRAG guidance and was structured to: Capture the full scope of Capita's business relationships, both direct and indirect. Identify hotspots (areas likely to experience severe negative impacts) and dependencies (critical operational reliance) across geographies, sectors, and tiers. Support the Double Materiality Assessment (DMA) by providing a robust operational context for stakeholder engagement and IRO identification. Each segment of the value chain was documented using a consistent framework that included: Activity description Materials/services used or provided Geographies involved Stakeholders and business relationships Documentation sources Identified hotspots and dependencies Where direct data was unavailable—particularly beyond Tier 1 suppliers—Capita used proxies and secondary sources such as Ecovadis ratings, sector benchmarks, and publicly available ESG risk indices. 2. Coverage. The mapping covered the following: Upstream: Includes raw materials, Tier 1 and Tier 2 suppliers. Capita's suppliers are flagged for high-risk jurisdictions based on ESG indices. Own Operations: Covers all internal functions and business units, including Capita Experience, Capita Public Service, Technology Operations, and Group functions such as Finance, Legal, and People. The mapping assumes a homogeneous business model across units unless significant operational differences are identified. Downstream: Includes clients (e.g. UK Government), end users, investors, trade unions, local communities, and environmental impacts (e.g. emissions, waste). It draws on client onboarding documentation, ESG due diligence, and Capita's Annual Report. 3. Materiality Considerations. While not all actors in the value chain are disclosed, the mapping focuses on those most likely to be material. It is designed to inform the future development of an IRO longlist and stakeholder engagement strategy.

[Fixed row]

(1.24.1) Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?

Plastics mapping	Primary reason for not mapping plastics in your value chain	Explain why your organization has not mapped plastics in your value chain	
Select from: <input checked="" type="checkbox"/> No, and we do not plan to within the next two years	Select from: <input checked="" type="checkbox"/> Not an immediate strategic priority	We have now mapped our value chain and would expect to map plastics at some time, but not within the next two years.	

[Fixed row]

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

Short-term

(2.1.1) From (years)

0

(2.1.3) To (years)

3

(2.1.4) How this time horizon is linked to strategic and/or financial planning

Capita defines its short-term risk horizon as up to three years, aligned with its strategic and financial planning cycles. This horizon is chosen to reflect the pace at which climate-related risks—such as regulatory changes, stakeholder expectations, and operational disruptions—can emerge and impact the business. The Group Risk Management Framework (GRMF) mandates quarterly risk assessments, enabling timely identification and escalation of climate risks to governance forums such as the Executive Risk & Ethics Committee (EREC) and the Group Audit & Risk Committee (GARC). These risks are integrated into strategic planning through scenario analysis and internal tools like the Climate Change RO Scoring framework, which assess the impact of climate risks on bids, operations, and compliance. Financial planning incorporates these insights by factoring in potential costs such as carbon pricing, compliance investments, and reputational impacts. The Board's annually reviewed risk appetite informs financial decisions, to remain within acceptable climate risk thresholds. This alignment ensures that short-term climate risks are not only monitored but actively shape investment priorities, resource allocation, and the pace of Capita's transition to net zero.

Medium-term

(2.1.1) From (years)

3

(2.1.3) To (years)

(2.1.4) How this time horizon is linked to strategic and/or financial planning

Capita defines its medium-term horizon as 3–10 years, aligning with its strategic transformation roadmap and multi-year financial planning. This horizon is selected to capture the evolving nature of climate-related risks—such as policy shifts, technological disruption, and stakeholder expectations—which may not materialise immediately but can significantly affect long-term value creation. Climate risk is embedded into strategic planning through scenario analysis and horizon scanning. Medium-term risks are assessed using tools like the Climate Change RO Scoring framework and are linked to Capita's ESG principal risk, which is reviewed by the Executive Risk & Ethics Committee (EREC) and Group Audit & Risk Committee (GARC). These insights inform decisions on investment in low-carbon technologies, operational resilience, and compliance with future regulation. Financially, the medium-term horizon enables Capita to plan for capital expenditure and resource allocation aligned with its net zero strategy. It also supports integration of climate risk into contract design, pricing, and supply chain engagement. The Board's annual review of risk appetite informs acceptable thresholds for medium-term climate risks, linking risk exposure directly to financial sustainability and strategic delivery.

Long-term

(2.1.1) From (years)

10

(2.1.2) Is your long-term time horizon open ended?

Select from:

Yes

(2.1.4) How this time horizon is linked to strategic and/or financial planning

Capita defines its long-term horizon as 10+ years, aligning with the timeframes over which climate change is expected to have the most profound and systemic impacts. This horizon supports strategic planning by enabling the business to assess transformational risks and opportunities—such as the transition to a low-carbon economy, long-term regulatory shifts, and physical climate impacts on infrastructure and supply chains. Long-term climate risk is managed through scenario analysis aligned with TCFD guidance. These scenarios inform strategic decisions on decarbonisation pathways, investment in sustainable technologies, and long-term commitments such as Capita's net zero target. The long-term view also supports financial planning, for example by shaping procurement policies, and resilience planning for future climate conditions. The Board's annual review of risk appetite informs acceptable financial thresholds that long-term climate risks are considered within, and that strategic and financial plans remain aligned with Capita's sustainability goals. This horizon enables Capita to future-proof its business model, build stakeholder trust, and ensure long-term value creation in a changing climate.

[Fixed row]

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

	Process in place	Dependencies and/or impacts evaluated in this process
	<i>Select from:</i> <input checked="" type="checkbox"/> Yes	<i>Select from:</i> <input checked="" type="checkbox"/> Both dependencies and impacts

[Fixed row]

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

	Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
	<i>Select from:</i> <input checked="" type="checkbox"/> Yes	<i>Select from:</i> <input checked="" type="checkbox"/> Both risks and opportunities	<i>Select from:</i> <input checked="" type="checkbox"/> Yes

[Fixed row]

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

Select all that apply

- Climate change

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

- Dependencies
- Impacts
- Risks
- Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

- Direct operations
- Upstream value chain
- Downstream value chain
- End of life management

(2.2.2.4) Coverage

Select from:

- Full

(2.2.2.5) Supplier tiers covered

Select all that apply

- Tier 1 suppliers

(2.2.2.7) Type of assessment

Select from:

Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

More than once a year

(2.2.2.9) Time horizons covered

Select all that apply

Short-term
 Medium-term
 Long-term

(2.2.2.10) Integration of risk management process

Select from:

Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

Site-specific
 Sub-national
 National

(2.2.2.12) Tools and methods used

Enterprise Risk Management

Enterprise Risk Management
 ISO 31000 Risk Management Standard

International methodologies and standards

Life Cycle Assessment

Other

- Materiality assessment
- Scenario analysis

(2.2.2.13) Risk types and criteria considered

Acute physical

- Flood (coastal, fluvial, pluvial, ground water)
- Heat waves
- Heavy precipitation (rain, hail, snow/ice)

Chronic physical

- Water stress

Policy

- Carbon pricing mechanisms
- Changes to international law and bilateral agreements
- Changes to national legislation

Market

- Availability and/or increased cost of raw materials
- Changing customer behavior

Reputation

- Increased partner and stakeholder concern and partner and stakeholder negative feedback
- Negative press coverage related to support of projects or activities with negative impacts on the environment (e.g. GHG emissions, deforestation & conversion, water stress)

Technology

- Transition to lower emissions technology and products

(2.2.2.14) Partners and stakeholders considered

Select all that apply

- Customers
- Employees
- Investors
- Suppliers

(2.2.2.15) Has this process changed since the previous reporting year?

Select from:

- Yes

(2.2.2.16) Further details of process

Understanding the physical and transitional climate-related risks and opportunities relevant to our business enables us to identify and respond to the most exposed areas of our operations. Climate change is fully integrated into our risk management system and, in 2023, was categorised under Capita's Responsible Business principal risk. This risk is overseen quarterly by the Board's Audit and Risk Committee, with ownership assigned to the Chief People Officer. We have undertaken a series of assessments to ensure climate-related issues are well understood across the business. In 2021, we conducted internal interviews to explore how climate risks and opportunities manifest across divisions. A longlist of relevant issues was developed, cross-referenced with peer reviews and TCFD resources, and qualitatively analysed to identify the most significant climate issues for Capita. In 2022, we modelled the potential financial impact of five key climate risks, selected for their significance and data availability. These included water stress and carbon pricing, with financial implications derived from scenario-based indicators applied to our business data. Results were disclosed in our 2022 Annual Report. In 2023, we prioritised a key transition risk—stakeholder pressure for climate action—and developed an internal tool to model the financial impact of lost opportunities under hypothetical scenarios. This tool is now used to engage divisional teams and inform our strategic response. Capita will continue to apply this approach to other risks and opportunities where awareness or opportunity is lacking. In 2024, to strengthen our understanding of environmental impacts and dependencies, we launched a structured IRO (Impacts, Risks, Opportunities) Scoring project aligned with the Corporate Sustainability Reporting Directive (CSRD). This initiative applies the principle of double materiality, assessing both the impact of Capita's activities on people and the planet, and the financial implications of ESG issues on Capita. Subject matter experts across the business were engaged to score a wide range of environmental, social, and governance topics using a standardised framework. This included evaluating the scale, scope, likelihood, and irreversibility of environmental impacts, and identifying dependencies such as water use, biodiversity, and climate resilience. Scoring was conducted from an unmitigated perspective to reflect inherent exposure, and the results are informing our sustainability disclosures, risk management, and strategic planning. As with all Group-wide risks, climate-related risks are assessed using Capita's enterprise risk framework, which identifies key controls and mitigating actions to reduce risk from inherent to residual level. Current controls include science-based emission reduction targets, supply chain emissions monitoring, climate-integrated supplier due diligence, business continuity planning, a travel policy to reduce emissions, and ongoing monitoring of environmental legislation. These controls are reviewed regularly to ensure effectiveness.

[Add row]

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

Select from:

Yes

(2.2.7.2) Description of how interconnections are assessed

Capita assesses the interconnections between environmental dependencies, impacts, risks, and opportunities through a structured IRO (Impacts, Risks, Opportunities) Scoring process aligned with the Corporate Sustainability Reporting Directive (CSRD) and the principle of double materiality. This approach evaluates both how Capita affects the environment and how environmental issues affect Capita's financial performance. Capita conducted a comprehensive scoring exercise across 51 environmental topics. Each IRO was assessed using standardised criteria—likelihood, scale, scope, irreversibility, and financial magnitude—from an unmitigated perspective. This ensures that interconnections are captured in their raw form, before the influence of existing controls. Key Interconnected Examples: Climate Change Mitigation – Scope 3 Emissions (Upstream) Scored 14.7 and marked as material. Highlights Capita's dependency on supplier decarbonisation and the impact of supply chain emissions on climate change. Presents a risk to net zero targets and stakeholder trust, and an opportunity to enhance ESG credentials through supplier engagement. Climate Change Adaptation – Physical Risks Risks such as flooding and heatwaves scored up to 16, indicating high likelihood and financial impact. These risks reflect Capita's dependency on resilient infrastructure and stable climate conditions, and the impact of climate change on operational continuity. Water Stress Water consumption and withdrawal risks in regions like India and South Africa scored 9, reflecting moderate to high exposure. These IROs demonstrate how dependencies on water resources intersect with risks of operational disruption and reputational harm. Circular Economy – Waste and Resource Use Opportunities to reduce operational costs and emissions through circular practices scored 12, while risks from poor waste handling scored up to 10.7. These show how impacts from resource use and waste generation are linked to opportunities for efficiency and risks of non-compliance. This scoring process enables Capita to identify where environmental dependencies (e.g. water, climate stability) are linked to material impacts (e.g. emissions, pollution), which in turn create financial risks and strategic opportunities. The results inform Capita's sustainability strategy, risk management, and reporting priorities, ensuring that environmental interconnections are embedded in decision-making.

[Fixed row]

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

Select from:

No, and we do not plan to within the next two years

(2.3.7) Primary reason for not identifying priority locations

Select from:

- Not an immediate strategic priority

(2.3.8) Explain why you do not identify priority locations

Capita are mainly a digital focused business and priority locations may exist in the supply chain of approximately 18,000 suppliers. As we transition towards a low carbon economy we will start to identify priority locations in our supply chain.

[Fixed row]

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

Select all that apply

- Qualitative
- Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- Revenue

(2.4.3) Change to indicator

Select from:

- Absolute decrease

(2.4.5) Absolute increase/ decrease figure

6000000

(2.4.6) Metrics considered in definition

Select all that apply

- Frequency of effect occurring
- Time horizon over which the effect occurs
- Likelihood of effect occurring

(2.4.7) Application of definition

Capita evaluates climate-related risks—both transitional and physical—through its enterprise risk management framework, governed by three key layers of Risk Committee: the Group Audit and Risk Committee, the Executive Risk Committee, and Divisional Risk Committees. These bodies assess the financial and strategic implications of climate risks at corporate, divisional, and business unit levels. Risks are assessed using a four-tiered financial impact scale: Low: up to £2 million Medium: £2–4 million High: £4–6 million Very High: over £6 million Likelihood is categorised as: Rare: <25% Possible: 25–50% Likely: 50–75% Certain: >75% A substantive financial impact from climate risk is defined as a critical risk, meeting either: Revenue impact >£6 million with >50% likelihood, or Revenue impact >£4 million with >75% likelihood. These thresholds align with Capita's broader definition of significant impact, which includes both quantitative and qualitative indicators across key categories: Finance: Group profit/loss >£6 million or >5% adverse variance at divisional/BU level. Customer & Client: Major SLA breaches across multiple contracts, requiring significant operational change and Executive Committee intervention; material contracts at risk (>10% divisional revenue). Technology: Penetration of critical systems with data loss; uncontained malware outbreaks; prolonged unavailability of critical IT systems breaching SLAs. People: Widespread industrial action; significant loss of key talent; serious breaches of employment law or duty of care; major health and safety incidents. Reputation: Sustained national media coverage; significant stakeholder concern; reputational damage requiring CEO or Board-level intervention. Legal & Regulatory: Serious breach of law or regulation; formal investigations; significant fines or penalties; loss of licence or regulatory approval. Capita also considers time horizons in climate scenario analysis: Short-term (0–3 years); Medium-term (3–10 years); Long-term (10+ years). This approach ensures that both immediate and emerging risks are captured and integrated into strategic decision-making and resilience planning.

Opportunities

(2.4.1) Type of definition

Select all that apply

- Qualitative
- Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- Revenue

(2.4.3) Change to indicator

Select from:

- Absolute increase

(2.4.5) Absolute increase/ decrease figure

6000000

(2.4.6) Metrics considered in definition

Select all that apply

- Frequency of effect occurring
- Time horizon over which the effect occurs
- Likelihood of effect occurring

(2.4.7) Application of definition

Capita considers a substantive climate-related opportunity to be one that achieves a combined score of 9 or higher (out of 16) when assessed for its potential size and ability to execute. This scoring is based on Capita's climate opportunity assessment methodology, supporting both TCFD and CSRD disclosures. Each opportunity is evaluated across the following dimensions: Size of Opportunity: Reflects the potential financial or strategic benefit, scored on a 1–4 scale: 4 = Very good opportunity: > £10 million 3 = Good opportunity: £7–10 million 2 = Modest opportunity: £5–7 million 1 = Small opportunity: < £5 million Ability to Execute: Assesses Capita's internal capability to realise the opportunity, based on alignment with existing operations, brand, skills, and cost to deliver. Also scored 1–4: 4 = Strong ability to execute 3 = Reasonable ability to execute 2 = Low ability to execute 1 = Very low ability to execute Time Horizons: Opportunities are assessed across: Short-term (0–3 years) Medium-term (4–9 years) Long-term (10+ years) Climate Scenarios: Each opportunity is tested under three climate futures: Orderly Transition (1.5°C) Disorderly Transition (2°C) Hot House World (3°C) In addition to financial thresholds, Capita considers qualitative indicators when determining whether an opportunity is substantive. These include: Market expansion: Entry into or growth within low-carbon service markets Operational efficiency: Cost savings from energy efficiency or renewable energy integration Reputational advantage: Enhanced brand value and stakeholder trust through sustainability leadership Regulatory alignment: Early compliance with evolving climate regulations, reducing future risk exposure Innovation and resilience: Development of adaptive capabilities and climate-resilient services or infrastructure This approach ensures that climate-related opportunities are identified, prioritised, and embedded into Capita's strategic planning, enabling the business to capture value while supporting the transition to a low-carbon economy.

[Add row]

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.1.1) Environmental risks identified

Select from:

Yes, both in direct operations and upstream/downstream value chain

Plastics

(3.1.1) Environmental risks identified

Select from:

No

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

Select from:

Not an immediate strategic priority

(3.1.3) Please explain

We are continually improving our risk management process and may include plastics in time.

[Fixed row]

(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.1.1.1) Risk identifier

Select from:

Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Policy

Changes to international law and bilateral agreements

(3.1.1.4) Value chain stage where the risk occurs

Select from:

Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

<input checked="" type="checkbox"/> India	<input checked="" type="checkbox"/> Switzerland
<input checked="" type="checkbox"/> Poland	<input checked="" type="checkbox"/> South Africa
<input checked="" type="checkbox"/> Germany	<input checked="" type="checkbox"/> United Kingdom of Great Britain and Northern Ireland
<input checked="" type="checkbox"/> Ireland	
<input checked="" type="checkbox"/> Bulgaria	

(3.1.1.9) Organization-specific description of risk

Increased energy and carbon taxes and legislation because of measures to reduce climate change impacts accelerated will increase our operating costs particularly our scope 1 and scope 2 emissions because predominantly Capita's technology enabled business services are delivered from offices and call centres with associated

energy use. The commitment by the Government to achieve zero net carbon by 2050 accelerates our need to deliver against science - based targets and reduce emissions. We have already set a 1.5C science based GHG reduction target and our response to those targets will focus on investment in plant and controls in properties, renewable energy and reducing business travel with engagement targets for our suppliers to protect ourselves against rising carbon pricing. We also anticipate increased costs around decarbonisation of heat but are unable to quantify these as emerging technology costs have not stabilised or are not yet known.

(3.1.1.11) Primary financial effect of the risk

Select from:

- Increased indirect [operating] costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- More likely than not

(3.1.1.14) Magnitude

Select from:

- Medium-low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Capita expects a noticeable rise in operating costs as climate-related regulations become more detailed and demanding. This includes the need for enhanced emissions tracking, carbon reporting, and legal compliance. To meet these requirements, Capita will invest in upgraded systems, staff training, and governance processes. These investments will affect financial performance by increasing operational expenditure and may impact margins if not offset by efficiency gains or pricing adjustments. Reputational and legal risks also increase during this period, which could influence client retention and contract success rates. As part of our analysis of the business case for net zero calculated the impact of an external and internal carbon price on Capita's residual emissions out until 2050. Our analysis was based upon carbon price projections from 2019 - 2050 from four different sources. The financial impact figures above show what the potential costs to Capita from a verified nature-based carbon credit price would be in 2030. The range in the figures reflects the differences in the carbon price projection in per tonne and the quantity of residual GHG emissions under two different carbon emission projections

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

51515

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

793782

(3.1.1.25) Explanation of financial effect figure

The low range financial impact figure is based upon a 2030 carbon price per tonne of 45. In the best case scenario, there will be 1147 tco2e scope 1 and 2 emissions remaining unabated in 2030. The high range impact figure is based upon a 2030 carbon price per tonne of 114. In the worst-case scenario, there will be 6963 tco2e scope 1 and 2 emissions remaining unabated in 2030. Minimum figure: 1147 tco2 @ 45 / tonne 51,515 Maximum figure: 6963 tco2 @ 114 / tonne 793,782

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

Establish organization-wide targets

(3.1.1.27) Cost of response to risk

55000

(3.1.1.28) Explanation of cost calculation

The estimated cost to manage is an additional FTE @ 55k to manage SECR and TCFD, SBT action, carbon reduction through energy, travel reduction schemes and supply chain engagement, business level granular carbon reporting quarterly and bi-annually, and working with Capita businesses to ensure their business strategies are focused on reduced property footprint and lower carbon products and services.

(3.1.1.29) Description of response

The estimated cost to manage is an additional FTE @ 55k to manage SECR and TCFD, SBT action, carbon reduction through energy, travel reduction schemes and supply chain engagement, business level granular carbon reporting quarterly and bi-annually, and working with Capita businesses to ensure their business strategies are focused on reduced property footprint and lower carbon products and services.

Climate change

(3.1.1.1) Risk identifier

Select from:

- Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

- Storm (including blizzards, dust and sandstorm)

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

<input checked="" type="checkbox"/> India	<input checked="" type="checkbox"/> Switzerland
<input checked="" type="checkbox"/> Poland	<input checked="" type="checkbox"/> South Africa
<input checked="" type="checkbox"/> Germany	<input checked="" type="checkbox"/> United Kingdom of Great Britain and Northern Ireland
<input checked="" type="checkbox"/> Ireland	
<input checked="" type="checkbox"/> Bulgaria	

(3.1.1.9) Organization-specific description of risk

The risk from extreme weather events extends through operational disruption causing short term impact to services with potential service credits, failure to provide services and the reputational loss that follows. Also possible risk of problems with people being able to get to work, injury to staff through flooding, building damage,

trees falling, debris being blown around in high winds etc. and technology services being disrupted because primary services and back-up systems are all rendered inoperative due to extreme weather events. The impacts would be on customer service, financial due to business continuity activity and costs relating to damage repair and recovery, with additional reputational risk and employee and visitor safety risks. Capita has experienced increasingly frequent and severe high winds and storms in UK. In 2020, a property in Sheffield that houses 1% of Capita employees suffered minor damage with some cladding being ripped off but more extensive damage could mean closing the property (or indeed others in UK) for extended periods. In South Africa the recent drought heavily impacted water supplies at our Cape Town offices (7% of workforce), and heat waves in India in 2023 has highlighted the level of climate risk and associated impacts we may be facing annually in our Mumbai and Pune offices (12% of workforce). Whilst no financial impact resulted from any of these incidents the risk is clear.

(3.1.1.11) Primary financial effect of the risk

Select from:

- Closure of operations

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- Medium-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- Likely

(3.1.1.14) Magnitude

Select from:

- Medium-low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Operational Disruption and Business Continuity Costs Extreme storm events pose a direct threat to service continuity, with potential impacts including temporary site closures, staff injury, and technology outages. Events could result in significant business continuity costs, including emergency response, temporary relocation, and recovery expenses. Increased Operating Expenditure Scenario modelling indicates that under a disorderly climate transition, reactive compliance pressures and infrastructure damage could strain budgets. Early investments in energy efficiency and resilience measures are expected to buffer against these shocks, but failure to act could lead to higher retrofit costs and reduced operational continuity. Impact on Financial Performance and Revenue Disruptions to customer service and

reputational damage from service failures may lead to loss of revenue. Additionally, climate-related bid requirements are becoming more stringent, and failure to demonstrate robust environmental performance could reduce Capita's competitiveness in securing new contracts. Capital Expenditure (CapEx) RequirementsInvestment in climate resilience—such as upgrading facilities, decentralising operations, and enhancing digital infrastructure—is expected to increase CapEx. These investments are necessary to mitigate physical risks and maintain service delivery standards.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

Yes

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

0

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

2900000

(3.1.1.25) Explanation of financial effect figure

Our insurance claims from storm or flood-related issues in the last three years have been very low, with only one recorded incident in 2019 where high winds damaged cladding. This did not affect operations, but work is required to develop our assessment of this risk from climate change. These figures allow for a range from no damage to significant widespread disruption. The minimum anticipated financial effect is £0, reflecting a scenario where extreme weather events cause negligible damage that is absorbed within existing operational budgets and insurance coverage. This estimate is based on our historical experience, where recent incidents—including those in the UK, South Africa, and India—did not result in direct financial losses. The maximum anticipated financial effect is £2,900,000, based on a worst-case scenario involving: £1,400,000 in property repair costs £1,500,000 in business loss due to disruption caused by loss of infrastructure. This range reflects the uncertainty and variability of climate-related impacts and underscores the need for further modelling and risk quantification.

(3.1.1.26) Primary response to risk

Policies and plans

Develop a climate transition plan

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

Existing internal resource will be used to manage the additional risk assessment, mitigation and management from risk of damage from extreme weather events on top of existing risk activity, BCP plans etc.

(3.1.1.29) Description of response

Capita is addressing the risk of damage from extreme weather events—particularly flooding—through existing internal resources and established business continuity planning (BCP). Our climate risk assessment has identified 11 UK-based sites at risk of flooding across different climate scenarios. The impacts could include physical damage to buildings and equipment, disruption to operations, power outages, and impassable transport routes, all of which could lead to downtime and productivity loss. To mitigate these risks, Capita employs flexible operational strategies including short-term lease agreements and work-from-home contracts to maintain business continuity. These measures are embedded within our current BCP framework and environmental risk management processes. As such, the cost of response is currently estimated at £0, since no additional financial investment is required beyond the deployment of existing internal capabilities.

[Add row]

(3.1.2) Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.

Climate change

(3.1.2.1) Financial metric

Select from:

Revenue

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

485500000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

11-20%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

5000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

Less than 1%

(3.1.2.7) Explanation of financial figures

Transitional Risks Capita estimates that up to £485.5 million of annual revenue may be exposed to climate-related transition risks. This reflects the growing influence of environmental criteria in procurement decisions across public and private sectors. The estimate is based on a scenario analysis aligned with the Task Force on Climate-related Financial Disclosures (TCFD). It considers how Net Zero commitments, environmental delivery, and low-carbon service offerings are increasingly shaping bid evaluations. The analysis focused on Capita's two core divisions: Capita Experience (CE): £213.4 million exposure, assuming environmental scoring becomes a pass/fail or key differentiator in private sector bids. Capita Public Services (CPS): £272.1 million exposure, reflecting the rising importance of environmental modules in Social Value frameworks for public tenders. This is a forward-looking "what-if" model—not based on historical losses—and applies three filters: Proportion of bids with climate-related requirements. Proportion of those bids potentially weakened by capability gaps or generic content. Likelihood that climate performance will influence bid success. The analysis draws on internal workshops, bid team feedback, and expert judgement. Physical Risks Capita estimates less than £5 million in financial exposure to physical climate risks for the reporting period. This includes potential impacts from acute and chronic events—flooding, heatwaves, storms, water stress, and supply chain disruption. The estimate is informed by recent experience and scenario analysis documented in Capita's climate risk register and TCFD disclosures. While no major incidents have occurred recently, actual impact depends on asset location and resilience. Strategic suppliers have robust continuity and recovery plans. Physical risks are moderated by: A flexible property portfolio. Business continuity planning. Regular site-level risk assessments.

[Add row]

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Select from:

No, and we do not anticipate being regulated in the next three years

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental opportunities identified
Climate change	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes, we have identified opportunities, and some/all are being realized</p>

[Fixed row]

(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

Cost savings

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- India
- Poland
- Germany
- Ireland
- Bulgaria

- Switzerland
- South Africa
- United Kingdom of Great Britain and Northern Ireland

(3.6.1.8) Organization specific description

This opportunity centres on improving the energy performance of Capita's leased commercial properties by transitioning them to minimum of EPC B-rated buildings. It aligns with Capita's environmental objectives and supports the Group's draft low-carbon transition plan, while delivering measurable financial and operational benefits. Although Capita does not own its buildings, the organisation can influence leasing decisions to prioritise energy-efficient properties. Occupying buildings with higher EPC ratings reduces energy-related operating costs, enhances ESG performance, and supports compliance with evolving regulatory standards. It also contributes to Capita's broader sustainability commitments and stakeholder expectations. The opportunity spans short-, medium-, and long-term horizons, reflecting the timing of lease renewals and relocations. It enables Capita to proactively manage its estate, reduce exposure to energy price volatility, and improve financial resilience. By integrating EPC performance into property strategy, Capita can strengthen its environmental credentials while delivering tangible cost savings and operational efficiencies.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- Short-term
- Medium-term
- Long-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Upgrading the EPC ratings of leased commercial properties to a minimum of EPC B is expected to deliver measurable improvements in Capita's financial position, financial performance, and cash flows across short-, medium-, and long-term horizons. Financial Position: The opportunity strengthens Capita's financial position by reducing energy-related operating costs across its leased estate. Improved EPC ratings contribute to a more efficient and sustainable property portfolio, which supports compliance with regulatory expectations and enhances the organisation's environmental credentials. While Capita does not own these buildings, occupying higher-rated properties may improve lease terms, reduce exposure to future energy price volatility, and support long-term cost stability. Financial Performance: Lower energy consumption directly improves profitability by reducing utility expenditure. These savings contribute to operational efficiency and align with Capita's draft low-carbon transition objectives. The improvements also support ESG-linked performance metrics, which are increasingly relevant to clients, investors, and other stakeholders. Occupying more energy-efficient buildings may also reduce reputational and regulatory risks associated with lower-rated properties. Cash Flows: The opportunity is expected to generate positive impacts on Capita's cash flows by reducing energy-related operating expenses across its leased estate. As leases transition to more energy-efficient buildings, the organisation will benefit from lower utility costs, which directly enhance net cash inflows. These improvements are particularly impactful in the short term, where lease changes are imminent and savings can be realised quickly. Over the medium and long term, the transition to EPC B-rated properties supports predictable and sustained reductions in energy expenditure, contributing to improved financial planning and budget certainty. This enhanced visibility of future cost savings enables more strategic allocation of resources and supports reinvestment into other operational or sustainability initiatives. Additionally, occupying buildings with higher energy performance may reduce exposure to future regulatory costs or penalties associated with lower-rated properties, further protecting long-term cash flow stability.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

5830328

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

21377848

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

14285302

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

46937382

(3.6.1.21) Anticipated financial effect figure in the long-term - minimum (currency)

34329072

(3.6.1.22) Anticipated financial effect figure in the long-term – maximum (currency)

108554032

(3.6.1.23) Explanation of financial effect figures

To assess the financial opportunity of upgrading Capita's commercial properties to a minimum EPC B ratings, a structured approach was applied using verified energy benchmarks and lease timelines: Property Data Collection: A list of Capita properties was obtained, including current EPC ratings and floor areas. Energy Savings Estimation: Industry benchmarks from sources such as Savills UK were used to calculate the average annual energy savings per square foot for each EPC upgrade path. EPC Upgrade Path and Estimated Annual Energy & Financial Savings (per square foot): G to B:Energy Saving: ~27.9 kWh/ft²/year Financial Saving: £4.19/ft²/year F to B:Energy Saving: ~23.2 kWh/ft²/year Financial Saving: £3.48/ft²/year E to B:Energy Saving: ~18.6 kWh/ft²/year Financial Saving: £2.79/ft²/year D to B:Energy Saving: ~11.1 kWh/ft²/year Financial Saving: £1.67/ft²/year C to B:Energy Saving: ~5.6 kWh/ft²/year Financial Saving: £0.84/ft²/year Building-Level Calculations: For each property, the relevant savings per square foot were multiplied by the building's total area to determine the annual savings potential. Lease Timeline Adjustment: To reflect the timing of lease changes, the following multipliers were applied: Short-term (0–3 years): ×3 Mid-term (4–9 years): ×6 Long-term (10+ years): ×9 Properties with short-term leases were included in all three time horizons (short, medium, and long-term savings). Mid-term leases were included in medium and long-term savings. Long-term leases were only included in long-term savings. Minimum vs. Maximum Savings Minimum savings were calculated using only properties with known EPC ratings. Maximum savings included an average estimated saving for buildings without EPC ratings (e.g. global offices), based on the distribution of known ratings and typical energy use profiles. This methodology provides a conservative baseline while also capturing the full potential of EPC upgrades across Capita's estate.

(3.6.1.24) Cost to realize opportunity

30173990

(3.6.1.25) Explanation of cost calculation

To estimate the cost of realising the opportunity, the average lease cost per square foot was calculated for Capita's leased properties across each EPC rating category. These averages were then compared against the average lease cost per square foot for EPC B-rated buildings. The difference in lease cost between each rating and EPC B was used to determine the potential cost uplift associated with upgrading to EPC B. This differential was multiplied by the total square footage of each building identified as suitable for upgrade, providing an estimate of the additional leasing cost required to occupy EPC B-rated properties. This approach enables a consistent and scalable assessment of the financial investment needed to transition Capita's leased estate toward higher energy performance, supporting both environmental and operational objectives.

(3.6.1.26) Strategy to realize opportunity

The strategy for realising this opportunity is centred on integrating energy performance considerations into Capita's property and lease decision-making processes. As leases approach renewal or relocation milestones, the organisation will prioritise transitioning to EPC B-rated buildings where commercially viable. This approach will be embedded into estate planning and lease negotiations, enabling Capita to proactively engage with landlords and property managers to secure more energy-efficient premises. Where existing buildings fall below EPC B, the organisation will explore opportunities to influence upgrades through collaboration with landlords or consider alternative locations that meet the required energy standards. The strategy will be phased across short-, medium-, and long-term horizons, aligned with lease expiry profiles. This ensures that improvements are timed to coincide with natural lease events, minimising disruption and enabling cost-effective implementation. It also supports Capita's broader sustainability objectives and regulatory commitments, while delivering operational cost savings and enhancing ESG performance.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

Ability to diversify business activities

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- United Kingdom of Great Britain and Northern Ireland

(3.6.1.8) Organization specific description

Capita is actively expanding its portfolio of low emissions services to meet the rapidly evolving needs of clients who are prioritising sustainability in their procurement and operational strategies. This opportunity is driven by market access and revenue growth. By embedding low carbon processes and solutions into its core offerings, Capita is able to access new markets and win contracts that would otherwise be unavailable. This is especially relevant as clients move to decarbonise their own supply chains and require partners who can support their net zero journey. By proactively investing in innovation and upskilling, Capita is future-proofing its business, ensuring resilience to regulatory changes and evolving market expectations. This positions Capita to capture significant commercial value from the transition to a low carbon economy, supporting both financial growth and the achievement of long-term net zero ambitions.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- Medium-term
- Long-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- High

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Short term (0–3 years): Capita anticipates that initial investments in expanding low emissions services—including recruitment, development of digital platforms, and operational toolkits—will result in increased operating expenses and neutral or modest improvement in financial position. Cash flows may be negative or neutral in this period due to upfront costs, but these actions are essential to build capability and market presence. Early wins may be realised through contracts with clients prioritising sustainability, supporting incremental revenue growth. Medium term (4–9 years): As low carbon offerings mature and client demand accelerates, Capita expects to see a positive impact on financial performance. Revenue from sustainability-focused services is projected to increase, supporting stabilisation and strengthening of cash flows. The financial position is expected to improve as market share grows, operational efficiencies are realised, and Capita's reputation as a sustainability leader supports long-term contract retention and new business wins. Scenario analysis indicates that the size of the opportunity and ability to execute are both high in this period, especially under an orderly transition. Long term (10+ years): In the long term, Capita anticipates a significant positive effect on financial position, financial performance, and cash flows. Low emissions services are expected to become standard, securing long-term contracts and market leadership. Mature systems and a strong brand reputation will enable continued delivery, innovation, and resilience to regulatory and market changes. Cash flows are expected to be strongly positive, supporting ongoing investment and value creation for stakeholders.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

Yes

(3.6.1.19) Anticipated financial effect figure in the medium-term - minimum (currency)

500000000

(3.6.1.20) Anticipated financial effect figure in the medium-term - maximum (currency)

5000000000

(3.6.1.21) Anticipated financial effect figure in the long-term - minimum (currency)

1000000000

(3.6.1.22) Anticipated financial effect figure in the long-term – maximum (currency)

10000000000

(3.6.1.23) Explanation of financial effect figures

Explanation of Financial Effect Figures The UK public sector market for sustainability and net zero is projected to reach £100 billion by 2030. Capita is targeting a long-term market share of between 1% and 10%, which equates to a revenue opportunity of £1 billion to £10 billion annually. To reflect realistic growth expectations, we've phased our targets as follows: Short-term target (20% of long-term share): Minimum: £200 million (20% of £1 billion) Maximum: £2 billion (20% of £10 billion) Medium-term target (50% of long-term share): Minimum: £500 million (50% of £1 billion) Maximum: £5 billion (50% of £10 billion) These figures represent the financial impact Capita could achieve through strategic positioning, investment in capability, and successful engagement with public sector clients on sustainability and net zero initiatives.

(3.6.1.24) Cost to realize opportunity

7000000

(3.6.1.25) Explanation of cost calculation

Capita estimates the cost to realise its opportunity in the UK public sector sustainability and net zero market at approximately £7 million over the period from Q4 2024 to 2030. This investment is designed to build the internal capability, partnerships, and delivery infrastructure required to capture a strategic share of the projected £100 billion market. Explanation of Cost Calculation The cost estimate is based on a phased resource plan aligned to Capita's sustainability and net zero proposition. It includes recruitment, operational delivery, and external consultancy across five strategic phases: Market Development Plan Recruitment of a Sustainability Service Manager, Data Manager, and Business Development Lead. Estimated cost: £1.49 million over 6 years (including salaries and overheads). Improving Energy Efficiency Recruitment of a Retrofit Coordinator and five Retrofit Assessors. Estimated cost: £2.25 million over 6 years. Green Energy Generation Development of partnerships in energy generation and storage, supported by a Partnership Manager and Technical Lead. Estimated cost: £1.13 million over 6 years. Tracking and Reporting Recruitment of a PassivHaus Consultant or Building Physicist to support building performance analytics. Estimated cost: £630,000 over 6 years. Transition to Net Zero Engagement of external ecology services to support biodiversity and nature-based solutions. Estimated cost: £1.5 million over 6 years. All figures include salary benchmarks based on UK averages and a 1.5x overhead multiplier to account for employment costs, infrastructure, and operational support. The total cost reflects the minimum investment required to realise Capita's short-, medium-, and long-term market share ambitions.

(3.6.1.26) Strategy to realize opportunity

Capita's strategy to realise its opportunity in the UK public sector sustainability and net zero market is structured around a phased delivery model from Q4 2024 to 2030. This approach is designed to build internal capability, form strategic partnerships, and deliver services aligned to public sector demand and regulatory expectations. The strategy includes five key phases: Market Development Plan: Capita will establish foundational capability by recruiting a Sustainability Service Manager, Data Manager, and Business Development Lead. This team will lead proposition development, data integration, and client engagement. Improving Energy Efficiency: Capita will build delivery capacity by recruiting a Retrofit Coordinator and assessing opportunities for Retrofit Assessors. This phase supports energy audits, retrofit planning, and compliance with public sector decarbonisation schemes. Green Energy Generation: Capita will extend partnerships into energy generation and storage, enabling delivery of solar, battery, and low-carbon infrastructure solutions to public sector clients. Tracking and Reporting: Capita will recruit a PassivHaus Consultant or Building Physicist to enhance building performance analytics, carbon reporting, and compliance with frameworks such as CSRD and SBTi. Transition to Net Zero: Capita will secure buy-in for ecology services to support biodiversity, nature-based solutions, and holistic net zero planning.

[\[Add row\]](#)

(3.6.2) Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.

Climate change

(3.6.2.1) Financial metric

Select from:

OPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

433875

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

Less than 1%

(3.6.2.4) Explanation of financial figures

In 2024, we allocated £433,875 to support the environmental opportunity to reduce running costs by making offices and other buildings more energy efficient without compromising comfort or performance. This investment was directed towards targeted energy efficiency improvements across our property portfolio, including: £228,000 for upgrades to heating and cooling systems, such as BMS enhancements at the Fire Service College, programmable timers at Hartshead House, valve jackets at India Mill, and variable speed drives at Lower Oakham Way and Beacon House. £142,000 for LED lighting installations at Discovery House, Lower Oakham Way, Fire Service College, and Hillview House. £20,000 for SMS submetering and regular consumption reviews to monitor and optimise energy use. £13,000 for 4D Monitoring sensors at key buildings within the Fire Service College. £4,875 for an energy audit at York Biotech Centre conducted by Paschali Energy & Environmental Consultants. £26,000 for implementing an Energy Management System (EnMS) at York Biotech Centre to support both short- and long-term efficiency improvements. These initiatives were selected for their potential to deliver measurable reductions in energy consumption and carbon emissions, directly aligning with our strategic goal to improve building performance while lowering operational costs.

[\[Add row\]](#)

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

Select from:

- Yes

(4.1.2) Frequency with which the board or equivalent meets

Select from:

- More frequently than quarterly

(4.1.3) Types of directors your board or equivalent is comprised of

Select all that apply

- Executive directors or equivalent
- Independent non-executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

Select from:

- No

[Fixed row]

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue	Primary reason for no board-level oversight of this environmental issue	Explain why your organization does not have board-level oversight of this environmental issue
Climate change	Select from: <input checked="" type="checkbox"/> Yes	Select from:	Rich text input [must be under 2500 characters]
Biodiversity	Select from: <input checked="" type="checkbox"/> No, but we plan to within the next two years	Select from: <input checked="" type="checkbox"/> Not an immediate strategic priority	We plan to address biodiversity in our low carbon transition plan, expected to be published in 2025/2026

[Fixed row]

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- Chief Executive Officer (CEO)
- Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

Other policy applicable to the board, please specify :Schedule of Matters Reserved for the Board and Terms of Reference (Responsible Business Committee)

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

Scheduled agenda item in some board meetings – at least annually

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- Reviewing and guiding annual budgets
- Overseeing the setting of corporate targets
- Monitoring progress towards corporate targets
- Approving corporate policies and/or commitments
- Approving and/or overseeing employee incentives
- Monitoring the implementation of the business strategy
- Monitoring the implementation of a climate transition plan
- Overseeing and guiding the development of a business strategy
- Overseeing and guiding the development of a climate transition plan
- Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

Capita's Board of Directors has ultimate accountability for climate-related issues, with oversight delegated to two key committees: the Group Audit & Risk Committee (GARC) and the Responsible Business Committee (RBC). The GARC is responsible for reviewing Capita's principal risks, including climate change, which is categorised under the Responsible Business principal risk. The GARC approves the Group Risk Management Framework (GRMF), risk appetite, and monitors the effectiveness of risk controls and mitigation strategies. Climate-related risks and opportunities are reviewed biannually, with updates provided by the Executive Risk & Ethics Committee (EREC), which oversees implementation of risk management processes across the business. The RBC, formerly the ESG Committee, plays a central role in guiding Capita's responsible business strategy, which includes climate change. The Committee met four times in 2024 and is chaired by an Independent Non-Executive Director. It is responsible for setting the responsible business strategy, ensuring appropriate resources are in place, and monitoring progress against climate-related goals and programmes. The RBC receives updates from senior leaders, such as the Director of People & Development, and reviews multi-year programmes including those related to culture and sustainability. The Board and its committees oversee the development and implementation of Capita's climate transition plan, including the setting and monitoring of net zero targets. For example, in 2024, the Executive Team nominated 'Net Zero Representatives' from

across the business to help create Capita's first low carbon transition plan. Climate performance is integrated into strategic planning, annual budgets, and risk-adjusted decision-making. Trade-offs—such as balancing investment in low-carbon technologies with short-term financial pressures—are considered at both Board and committee levels. Employee incentives are also aligned with climate objectives. The Remuneration Committee has the authority to include climate-related metrics in executive pay structures, reinforcing accountability for delivery of environmental goals. This integrated governance structure ensures that climate change is embedded in Capita's strategic direction, operational oversight, and long-term value creation.

[Fixed row]

(4.2) Does your organization's board have competency on environmental issues?

Climate change

(4.2.1) Board-level competency on this environmental issue

Select from:

No, but we plan to within the next two years

(4.2.4) Primary reason for no board-level competency on this environmental issue

Select from:

Other, please specify :Capita had a Board member who had Executive level experience in a role which was focused on environmental issues, but this person has since retired. We are now looking to train the Board on climate change.

(4.2.5) Explain why your organization does not have a board with competence on this environmental issue

Capita recognises the strategic importance of environmental competency at Board level and has embedded this priority within its draft Low Carbon Transition Plan. As part of this plan, Capita has committed to conducting a training needs analysis to identify gaps in climate-related knowledge and skills among Board members. Capita has planned to allocate budget for targeted Board-level training on climate change in 2026, including regulatory developments, climate risk governance, and net zero strategy.

[Fixed row]

(4.3) Is there management-level responsibility for environmental issues within your organization?

	Management-level responsibility for this environmental issue	Primary reason for no management-level responsibility for environmental issues	Explain why your organization does not have management-level responsibility for environmental issues
Climate change	Select from: <input checked="" type="checkbox"/> Yes	Select from:	Rich text input [must be under 2500 characters]
Biodiversity	Select from: <input checked="" type="checkbox"/> No, but we plan to within the next two years	Select from: <input checked="" type="checkbox"/> Not an immediate strategic priority	Capita aim to address biodiversity management as part of its low carbon transition plan, due to be published in 2025/2026.

[Fixed row]

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- Assessing environmental dependencies, impacts, risks, and opportunities
- Assessing future trends in environmental dependencies, impacts, risks, and opportunities
- Managing environmental dependencies, impacts, risks, and opportunities

Engagement

- Managing public policy engagement related to environmental issues

Policies, commitments, and targets

- Monitoring compliance with corporate environmental policies and/or commitments
- Measuring progress towards environmental corporate targets
- Measuring progress towards environmental science-based targets
- Setting corporate environmental policies and/or commitments
- Setting corporate environmental targets

Strategy and financial planning

- Developing a climate transition plan
- Implementing a climate transition plan
- Conducting environmental scenario analysis
- Managing annual budgets related to environmental issues
- Implementing the business strategy related to environmental issues
- Developing a business strategy which considers environmental issues
- Managing environmental reporting, audit, and verification processes
- Managing major capital and/or operational expenditures relating to environmental issues
- Managing priorities related to innovation/low-environmental impact products or services (including R&D)

(4.3.1.4) Reporting line

Select from:

- Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- Half-yearly

(4.3.1.6) Please explain

At Capita, the Chief Executive Officer (CEO) holds ultimate executive accountability for all environmental issues across the organisation. This includes oversight of climate-related risks and opportunities, strategic alignment with environmental objectives, and ensuring environmental considerations are embedded at both Board and Executive Team (ExT) levels. Environmental risks are formally raised to the CEO through the Audit and Risk Committee, which provides oversight on governance, risk management and internal controls. The Chief General Counsel and Company Secretary, who reports directly to the CEO, leads the Group Environmental Team and oversees the development of Capita's net zero strategy. This role also attends Executive Team meetings (held ten times per year), where environmental issues are discussed. A key example in 2024 was the initiation of Capita's first low carbon transition plan. The CEO is supported by a structured governance framework: The Executive Team monitors environmental performance and in 2024 nominated Net Zero Representatives to lead development of the transition plan. The Chief General Counsel and Company Secretary leads strategic oversight and integration of environmental initiatives. The Chief People Officer owns the Responsible Business principal risk, including Climate Change, and works closely with Risk, Compliance and Environmental functions. Business Leaders implement Group-wide policies, identify divisional environmental risks, and report to the Executive Team. Management positions provide regular updates on environmental performance. Procurement supports emissions measurement and supplier engagement. Finance contributes to the quantification and reporting of environmental risks and opportunities.

[\[Add row\]](#)

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Climate change

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

No, and we do not plan to introduce them in the next two years

(4.5.3) Please explain

At Capita, we recognise that remuneration and incentive payments are widely regarded as best practices for driving progress towards net zero emissions. These practices play a crucial role in motivating and rewarding employees for their contributions to sustainability initiatives and environmental performance. While Capita does not currently provide remuneration and incentive payments specifically tied to our low carbon transition efforts, we are committed to keeping this matter under continuous review. We understand the potential impact these incentives can have on accelerating our journey towards net zero, and we will implement such payments if it becomes suitable to do so. Our approach remains positive and forward-looking, as we strive to create a sustainable future for our company and the communities we serve. We believe that by staying adaptable and responsive to evolving best practices, we can effectively support our employees and achieve our environmental goals.

[\[Fixed row\]](#)

(4.6) Does your organization have an environmental policy that addresses environmental issues?

	Does your organization have any environmental policies?
	<i>Select from:</i> <input checked="" type="checkbox"/> Yes

[Fixed row]

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

Select all that apply

- Climate change

(4.6.1.2) Level of coverage

Select from:

- Organization-wide

(4.6.1.3) Value chain stages covered

Select all that apply

- Direct operations
- Upstream value chain
- Downstream value chain

(4.6.1.4) Explain the coverage

Capita's environmental policy applies across our direct operations, upstream supply chain, and downstream value chain. It commits to achieving net zero by 2045, reducing greenhouse gas emissions, and promoting circular economy principles such as zero waste to landfill. The policy is embedded into our Global HSE Framework, which is implemented and continuously improved across all Capita locations. Coverage of direct operations is ensured through leadership accountability, employee training, and operational controls. Managers are responsible for promoting HSE awareness and ensuring teams meet environmental duties, while employees are expected to reduce travel and energy use, recycle, and consider environmental impact when purchasing goods and services. Upstream and downstream coverage is reinforced through Capita's Supplier Charter, which asks suppliers and partners to agree to our environmental policy, expectations and responsible business practices. This includes using environmentally responsible methods, complying with applicable laws, and supporting continuous improvement in environmental performance. Capita also monitors and reports environmental metrics, shares lessons learned, and collaborates with stakeholders to ensure compliance and drive improvement across the full value chain.

(4.6.1.5) Environmental policy content

Environmental commitments

- Commitment to comply with regulations and mandatory standards
- Commitment to stakeholder engagement and capacity building on environmental issues
- Other environmental commitment, please specify :Prevent pollution, protect nature, reduce greenhouse gas emissions, minimise environmental impacts, reduce business travel and energy use

Climate-specific commitments

- Commitment to net-zero emissions

Additional references/Descriptions

- Description of grievance/whistleblower mechanism to monitor non-compliance with the environmental policy and raise/address/escalate any other greenwashing concerns

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

Select all that apply

- Yes, in line with the Paris Agreement

(4.6.1.7) Public availability

Select from:

- Publicly available

(4.6.1.8) Attach the policy

[hse-policy-april-2025.pdf](#)

[Add row]

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

Select from:

Yes

(4.10.2) Collaborative framework or initiative

Select all that apply

- Science-Based Targets Initiative (SBTi)
- Task Force on Climate-related Financial Disclosures (TCFD)

(4.10.3) Describe your organization's role within each framework or initiative

Capita plays an active role in both the Science Based Targets initiative (SBTi) and the Task Force on Climate-related Financial Disclosures (TCFD), using these frameworks to guide and strengthen our climate strategy, governance, and reporting. As a member of the SBTi, Capita has committed to achieving net zero by 2045. These near and long term targets underpin our decarbonisation strategy and are embedded into our operational planning and supplier engagement. We continue to align our emissions reduction pathways with SBTi criteria and use the framework to ensure our climate ambition is credible and science-aligned. Under the TCFD framework, Capita has made disclosures consistent with the recommendations since 2021, in line with FCA Policy Statement 20/17 and UK Companies Act requirements. We have integrated climate change into our enterprise risk management system as part of our Responsible Business principal risk, conducted qualitative and quantitative scenario analysis, and developed climate KPIs aligned with TCFD cross-industry metrics. Governance of climate-related risks and opportunities is embedded at Board level, with delegated responsibilities across executive and operational teams. These frameworks are central to our climate governance and disclosure approach, enabling us to meet stakeholder expectations and regulatory requirements while driving continuous improvement in climate resilience and transparency.

[Fixed row]

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

Select all that apply

- Yes, we engaged directly with policy makers
- Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

Select from:

- No, but we plan to have one in the next two years

(4.11.5) Indicate whether your organization is registered on a transparency register

Select from:

- No

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

Capita ensures that its external engagement activities are consistent with its environmental commitments. Engagements are overseen by the Executive Committee and the Head of Public Affairs, who ensure that all messaging aligns with our strategic environmental objectives and net zero targets. Our approach prioritises transparency, collaboration, and impact. We engage with government departments, regulators, and trade associations to share insights from our operations, supply chain, and customer delivery. These engagements are designed to support policy development that enables decarbonisation, digital transformation, and the delivery of social value. To maintain alignment with our commitments, Capita: Focuses engagement on areas where we can influence outcomes, particularly through public sector contracts and policy consultations. Identifies stakeholders whose decisions materially affect our ability to meet net zero targets. Participates in multi-stakeholder initiatives such as the Confederation of British Industry and the Business Services Association, contributing to collective advocacy on climate policy, procurement reform, and sustainable economic development. We also ensure that our external engagement reflects the commitments outlined in our low carbon transition plan (currently in draft form, expected to be published in Q1 2026), which includes science-based targets, emissions reduction pathways, and climate-related risk management. Engagement activities are reviewed periodically to ensure they remain aligned with evolving environmental priorities and stakeholder expectations.

[Fixed row]

(4.11.1) On what policies, laws, or regulations that may (positively or negatively) impact the environment has your organization been engaging directly with policy makers in the reporting year?

Row 1

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

Capita has engaged directly with policy makers on the Department for Education's "Sustainability and Climate Change Strategy for the Education and Children's Services Systems" (2022, updated 2023), which sets out the UK government's roadmap to 2030 for embedding sustainability across the education sector and achieving net zero. This strategy includes requirements for all schools in England to develop climate transition plans and improve energy efficiency across their estates.

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

Emissions – CO2

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

National

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

Select all that apply

United Kingdom of Great Britain and Northern Ireland

(4.11.1.6) Your organization's position on the policy, law, or regulation

Select from:

- Support with no exceptions

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

- Ad-hoc meetings
- Participation in working groups organized by policy makers

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Capita's engagement with the Department for Education's "Sustainability and Climate Change Strategy for the Education and Children's Services Systems" is directly aligned with our environmental commitments and draft Low Carbon Transition Plan. The strategy's requirement for all schools in England to develop climate transition plans and improve energy efficiency supports Capita's ambition to achieve net zero emissions across its entire value chain by 2045. This policy has informed our engagement in several ways: We have delivered training and support to schools on how to create climate transition plans, helping them meet the policy's requirements while embedding sustainability into their operations. Our work with schools and local authorities includes initiatives such as green space creation, biodiversity enhancement, and energy efficiency upgrades, which contribute to both the policy's goals and Capita's own net zero targets. We have collaborated with stakeholders to ensure our services reflect the evolving regulatory landscape, including the integration of emissions data into service delivery and reporting. We measure the success of our engagement through: The number of schools supported in developing climate transition plans. This engagement not only supports national policy objectives but also strengthens Capita's position as a strategic partner in delivering sustainable public services.

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

- Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

- Paris Agreement

Row 2

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

In 2024, Capita engaged directly with the UK Department for Education on the development and implementation of the School Estate Management Standards, with a particular focus on the digital management of school estates. This policy framework, published and updated by the DfE, provides guidance and standards for schools to manage their physical infrastructure effectively, including the integration of digital technologies to improve operational efficiency, sustainability, and security.

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

Select all that apply

- Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Energy and renewables

- Energy efficiency requirements

(4.11.1.4) Geographic coverage of policy, law, or regulation

Select from:

- National

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

Select all that apply

- United Kingdom of Great Britain and Northern Ireland

(4.11.1.6) Your organization's position on the policy, law, or regulation

Select from:

Support with no exceptions

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

Select all that apply

Ad-hoc meetings
 Participation in working groups organized by policy makers

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your engagement

Capita's engagement with the Department for Education (DfE) on the digital management of school estates directly supports the delivery of net zero aligned services, which were being defined and refined within Capita's draft Low Carbon Transition Plan during 2024. This engagement enabled Capita to apply its expertise in digital-first service models to help public sector clients reduce emissions, improve energy efficiency, and enhance operational resilience. The draft transition plan set out Capita's ambition to achieve net zero emissions across its entire value chain by 2045. The digital management of estates—such as energy dashboards, remote monitoring, and predictive maintenance—aligns with Capita's strategy to deliver low-emission solutions that empower clients to meet their own sustainability goals. By integrating digital tools into estate operations, Capita helps clients reduce Scope 1 and 2 emissions, optimise resource use, and comply with evolving environmental regulations. Our engagement with DfE was informed by our strategic focus on energy efficiency, digital transformation, and sustainable property management. Capita provided insights into how digital tools can enhance estate planning, maintenance, and performance monitoring, thereby enabling schools to reduce their environmental footprint. This engagement also reflected our broader commitment to supporting clients through low-emission solutions and digital-first service models, as outlined in the draft transition plan. We measure the success of our engagement through: Client outcomes: Adoption of digital tools that lead to measurable reductions in energy consumption and emissions across school estates.

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

Select from:

Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

Select all that apply

Paris Agreement

[Add row]

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

Select from:

Indirect engagement via other intermediary organization or individual

(4.11.2.2) Type of organization or individual

Select from:

Non-Governmental Organization (NGO) or charitable organization

(4.11.2.3) State the organization or position of individual

Capita engaged indirectly on environmental policy through the National Retrofit Hub, which is best classified as an intermediary organisation. The Hub operates as a collaborative, non-profit body that convenes stakeholders across industry, government, and academia to accelerate the delivery of housing retrofit at scale.

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

- Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

- Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Capita's position on the Minimum Energy Efficiency Standards (MEES) is fully aligned with the stance of the National Retrofit Hub, which advocates for ambitious and enforceable energy efficiency regulations across the UK's built environment. Fiona Brazill, Head of Proposition for Sustainability and Net Zero at Capita Public Service, has actively participated in working groups within the Retrofit Hub, contributing to consultations that inform revisions to MEES. Capita supports the MEES framework without exceptions, recognising its role in driving decarbonisation and improving building performance. This alignment is reflected in our internal policies and service development, which prioritise compliance with MEES and integration of energy efficiency upgrades into our public sector offerings. To influence policy direction, Capita has: Provided expert input through the Retrofit Hub's consultation responses. Developed net zero-aligned services that support clients in meeting MEES thresholds, including digital estate management, retrofit planning, and EPC improvement strategies. This engagement has helped shape the evolving MEES policy landscape and ensured that Capita's service offerings remain compliant, forward-looking, and supportive of national net zero goals.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

0

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

- Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

Paris Agreement

Row 2

(4.11.2.1) Type of indirect engagement

Select from:

Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

Other trade association in Europe, please specify :RSUA: The Royal Society of Ulster Architects, a professional body representing architects in Northern Ireland.

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Capita's position on environmental policy—particularly around net zero building regulations—is consistent with the positions advocated by the Royal Society of Ulster Architects (RSUA) and the Royal Institute of British Architects (RIBA). Capita contributed to RSUA-led consultation responses, which were then submitted to RIBA for direct engagement with UK government departments. This indirect pathway enabled Capita to influence policy development while aligning with the architectural profession's broader sustainability goals. Capita advocates for enforceable, ambitious standards that drive decarbonisation across the built environment. This position is reflected in our service offerings, which include net zero-aligned solutions for public sector clients, such as digital estate management and retrofit planning. To influence policy direction, Capita has: Participated in RSUA consultations. Supported the development of evidence and recommendations submitted to RIBA. Ensured our internal propositions and client services reflect and reinforce the policy positions advocated by these organisations. This alignment has helped amplify Capita's voice in shaping environmental regulation and ensured our services remain responsive to evolving policy frameworks.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

0

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

Paris Agreement

[Add row]

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

Select from:

Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

Select from:

- In mainstream reports, in line with environmental disclosure standards or frameworks

(4.12.1.2) Standard or framework the report is in line with

Select all that apply

- TCFD

(4.12.1.3) Environmental issues covered in publication

Select all that apply

- Climate change

(4.12.1.4) Status of the publication

Select from:

- Complete

(4.12.1.5) Content elements

Select all that apply

<input checked="" type="checkbox"/> Strategy	<input checked="" type="checkbox"/> Value chain engagement
<input checked="" type="checkbox"/> Governance	
<input checked="" type="checkbox"/> Emission targets	
<input checked="" type="checkbox"/> Emissions figures	
<input checked="" type="checkbox"/> Risks & Opportunities	

(4.12.1.6) Page/section reference

Pages 54-67

(4.12.1.7) Attach the relevant publication

[Capita-2024-Annual-Report \(1\).pdf](#)

(4.12.1.8) Comment

Capita's 2024 Annual Report integrates environmental strategy, governance, value chain engagement, emissions data, and climate-related risks and opportunities in alignment with the TCFD framework. The report outlines our commitment to achieving net zero by 2045 and details our climate strategy, including scenario analysis and the development of a Low Carbon Transition Plan. Governance is embedded through Board-level oversight of climate risk as part of Capita's ESG principal risk. Climate-related risks and opportunities are identified and assessed through qualitative and quantitative methods, and integrated into our enterprise risk management framework. The report discloses Scope 1, 2, and business travel emissions, and tracks progress against science-based targets. Metrics include the percentage of supply chain spend with suppliers who have SBTs.

[\[Add row\]](#)

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Climate change

(5.1.1) Use of scenario analysis

Select from:

Yes

(5.1.2) Frequency of analysis

Select from:

Annually

[Fixed row]

(5.1.1) Provide details of the scenarios used in your organization's scenario analysis.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

NGFS scenarios framework, please specify :Net Zero 2050 - Orderly Transition

(5.1.1.3) Approach to scenario

Select from:

Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

- Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- Policy
- Market
- Reputation
- Technology
- Acute physical
- Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

- 1.5°C or lower

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- 2025
- 2030
- 2040
- 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

Climate change (one of five drivers of nature change)

Stakeholder and customer demands

Consumer sentiment

Regulators, legal and policy regimes

Global regulation

Global targets

Methodologies and expectations for science-based targets

Relevant technology and science

Other relevant technology and science driving forces, please specify :Rapid innovation and deployment of low-carbon technologies are central to the scenario's feasibility.

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Assumptions, Uncertainties, and Constraints – NGFS Net Zero 2050 Scenario: The NGFS Net Zero 2050 scenario is an ambitious, orderly transition pathway that limits global warming to 1.5°C by the end of the century. It is underpinned by the following assumptions: Immediate and globally coordinated climate policy action is introduced from the reference year (2020), including carbon pricing, emissions caps, and regulatory mandates. Technological innovation is rapid and widespread, enabling deep decarbonisation across all sectors. Carbon dioxide removal (CDR) is used to accelerate decarbonisation but is kept to a minimum and aligned with sustainable levels of bioenergy production. Net CO₂ emissions reach zero by around 2050, with some jurisdictions (e.g. US, EU, Japan) achieving net zero for all greenhouse gases by that point. Uncertainties: The pace and consistency of global policy implementation may vary, especially across developing and developed economies. Technological breakthroughs and their scalability remain uncertain, particularly in hard-to-abate sectors. Behavioural and societal responses to policy and market changes are difficult to predict and may influence the effectiveness of the transition. Economic and geopolitical factors, such as energy market volatility or international cooperation, could alter the scenario's trajectory. Constraints: The scenario assumes limited reliance on negative emissions technologies, which may not be feasible at scale or within sustainable limits. It presumes no or low overshoot of the 1.5°C target (less than 0.1°C), which may be difficult to achieve given current emissions trends. The scenario does not fully account for regional disparities in climate vulnerability, policy capacity, or infrastructure readiness.

(5.1.1.11) Rationale for choice of scenario

We have selected the NGFS Net Zero 2050 scenario as a core component of our climate scenario analysis due to its alignment with global climate ambitions and its relevance to our strategic risk planning. This scenario represents an "Orderly Transition" pathway, characterised by early and ambitious policy action to limit global warming to 1.5°C. It assumes immediate implementation of stringent climate policies, rapid technological innovation, and minimal reliance on carbon dioxide removal (CDR), keeping CDR within sustainable limits. This scenario is particularly valuable for our analysis because it: Provides a scientifically grounded and internationally recognised benchmark for assessing transition risks and opportunities. Reflects the policy trajectories of key jurisdictions, which are aiming to reach net zero for all

greenhouse gases by 2050. Offers a structured and consistent framework for evaluating macro-financial impacts, combining both transition and physical risks, as recommended by the Network for Greening the Financial System (NGFS). By using this scenario, we are able to explore the implications of a proactive and coordinated global response to climate change, which is critical for understanding the potential financial and operational impacts on our business. It also supports alignment with regulatory expectations and disclosure frameworks such as TCFD, IFRS, and CSRD, and enhances the credibility and comparability of our climate risk disclosures.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

NGFS scenarios framework, please specify :Delayed transition

(5.1.1.3) Approach to scenario

Select from:

Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

<input checked="" type="checkbox"/> Policy	<input checked="" type="checkbox"/> Chronic physical
<input checked="" type="checkbox"/> Market	
<input checked="" type="checkbox"/> Reputation	
<input checked="" type="checkbox"/> Technology	
<input checked="" type="checkbox"/> Acute physical	

(5.1.1.6) Temperature alignment of scenario

Select from:

- 1.6°C - 1.9°C

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- 2025
- 2030
- 2040
- 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- Climate change (one of five drivers of nature change)

Finance and insurance

- Cost of capital

Stakeholder and customer demands

- Consumer sentiment

Regulators, legal and policy regimes

- Global regulation
- Political impact of science (from galvanizing to paralyzing)
- Level of action (from local to global)
- Global targets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Assumptions, Uncertainties, and Constraints – NGFS Delayed Transition Scenario Assumptions: Delayed policy action: No new climate policies are introduced until 2030, resulting in a continuation of current emissions trends until that point. Abrupt transition post-2030: After 2030, strong and coordinated policy interventions are implemented to limit global warming to below 2°C, requiring rapid emissions reductions. Limited negative emissions: The availability and scalability of carbon dioxide removal (CDR) technologies are assumed to be low, increasing reliance on steep emissions cuts and pushing carbon prices higher than in the Net Zero 2050 scenario. Regional variation: The level of climate action differs across countries and regions, reflecting uneven policy implementation and economic recovery paths following the COVID-19 crisis. Uncertainties: Effectiveness of late policy action: It is uncertain whether delayed interventions will be sufficient to meet the 2°C target without overshooting. Technological readiness: The feasibility of deploying low-carbon technologies at the required scale and speed post-2030 is uncertain. Market and societal response: The economic and behavioural response to abrupt policy shifts may be volatile, affecting investment, supply chains, and consumer demand. Carbon pricing volatility: The scenario assumes significantly higher carbon prices, but the actual market response and cost pass-through are difficult to predict. Constraints: Overshoot of carbon budget: Emissions temporarily exceed the carbon budget before declining rapidly after 2030 to ensure a 67% chance of limiting warming to below 2°C. Economic disruption: The abrupt nature of the transition increases the risk of regulatory shocks, raw material price volatility, and compliance challenges, particularly for sectors with high emissions or long asset lifespans. Limited time for adaptation: Organisations and governments have less time to prepare for the transition, increasing the risk of stranded assets and misaligned investments.

(5.1.1.11) Rationale for choice of scenario

Rationale for Selecting the NGFS Delayed Transition Scenario Capita selected the NGFS Delayed Transition scenario to explore the implications of a disorderly and late policy response to climate change. This scenario is particularly relevant for assessing heightened transition and physical risks that may arise if global climate action is postponed until 2030. The scenario assumes that: No new climate policies are introduced until 2030, resulting in continued emissions growth in the near term. After 2030, strong and abrupt policy interventions are implemented to limit warming to below 2°C. The availability of carbon dioxide removal (CDR) technologies is limited, pushing carbon prices higher than in the Net Zero 2050 scenario. Emissions temporarily exceed the carbon budget, requiring a rapid decline post-2030 to maintain a 67% probability of staying below 2°C. This scenario was chosen because it reflects a plausible and increasingly likely global pathway, where delayed action leads to: Higher transition risks, such as regulatory shocks, stranded assets, and compliance costs. Elevated physical risks, due to prolonged exposure to climate impacts before mitigation efforts take effect. Greater uncertainty and volatility, which are critical for stress-testing Capita's resilience under less favourable conditions. By including this scenario alongside others like Net Zero 2050 and Hot House World, Capita ensures a comprehensive and balanced assessment of climate-related risks and opportunities across a range of plausible futures.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

NGFS scenarios framework, please specify :Current Policies - hot house world

(5.1.1.3) Approach to scenario

Select from:

Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- Policy
- Market
- Reputation
- Technology
- Acute physical
- Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

3.0°C - 3.4°C

(5.1.1.7) Reference year

2020

(5.1.1.8) Timeframes covered

Select all that apply

- 2025
- 2030
- 2040
- 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- Climate change (one of five drivers of nature change)

Stakeholder and customer demands

- Consumer sentiment

Regulators, legal and policy regimes

- Global regulation
- Political impact of science (from galvanizing to paralyzing)
- Level of action (from local to global)

Macro and microeconomy

- Domestic growth

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Assumptions, Uncertainties, and Constraints – NGFS Current Policies (Hot House World) Scenario Assumptions: No new climate policies are introduced beyond those already in place as of the reference year (2020). Global emissions continue to rise, driven by economic growth and fossil fuel dependence. Technological development continues at historical rates, without major breakthroughs in decarbonisation. Warming exceeds 3°C by 2100, with significant regional variation in climate impacts. Carbon pricing and mitigation incentives remain limited, and adaptation measures are reactive rather than strategic. Uncertainties: Climate system feedbacks: The extent and timing of tipping points (e.g. ice sheet loss, permafrost thaw) are uncertain and could accelerate warming. Physical risk severity: The frequency and intensity of extreme weather events, sea-level rise, and biodiversity loss are difficult to predict precisely. Socio-political responses: While no new policies are assumed, real-world political shifts or public pressure could still lead to unexpected interventions. Economic resilience: The capacity of economies and supply chains to absorb and adapt to escalating physical risks is highly variable and uncertain. Constraints: High exposure to physical climate risks: With limited mitigation, the scenario results in widespread and intensifying climate impacts. Limited adaptive capacity: Many regions, especially those with lower income or infrastructure, face constraints in responding effectively to climate shocks. No transition risk modelling: Because no new policies are introduced, the scenario does not capture transition risks—only physical risks dominate. Increased inequality: Vulnerable populations and ecosystems bear the brunt of climate impacts, exacerbating social and environmental disparities.

(5.1.1.11) Rationale for choice of scenario

Rationale for Selecting the NGFS Current Policies (Hot House World) Scenario We selected the NGFS Current Policies scenario—also referred to as the Hot House World scenario—to explore the implications of a future in which no further climate policy action is taken beyond what was in place as of 2020. This scenario is critical for understanding the physical risks associated with unmitigated climate change and for stress-testing the resilience of our operations, supply chains, and stakeholders under a high-warming pathway. This scenario assumes: Continued global emissions growth, leading to a projected temperature rise of over 3°C by 2100. No new climate policies or regulations are introduced, and existing measures are insufficient to drive meaningful decarbonisation. Limited technological

disruption, with energy systems and industrial processes remaining carbon-intensive. High exposure to chronic and acute physical climate risks, including extreme weather events, sea-level rise, and ecosystem degradation. We chose this scenario to: Assess the long-term physical impacts of climate change on our assets, operations, and communities. Understand the vulnerability of nature-dependent value chains in a world where climate change is not effectively mitigated. Ensure our climate risk management strategy is robust across a range of plausible futures, including those where policy and market signals fail to align with global climate goals. Including this scenario alongside more ambitious transition pathways (e.g. Net Zero 2050 and Delayed Transition) allows us to present a balanced and transparent view of climate-related risks and opportunities in our disclosures.

[Add row]

(5.1.2) Provide details of the outcomes of your organization's scenario analysis.

Climate change

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

- Risk and opportunities identification, assessment and management
- Strategy and financial planning

(5.1.2.2) Coverage of analysis

Select from:

- Organization-wide

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

Capita conducted a climate scenario analysis aligned with the NGFS framework, evaluating three distinct pathways: an Orderly Transition (1.5°C), a Disorderly Transition (2°C), and a Hot House World (3°C+). These scenarios were assessed across short (0–3 years), medium (4–9 years), and long-term (10+ years) horizons. The analysis covered 15 climate-related risks and 5 opportunities, each scored for likelihood, magnitude, and vulnerability. The scenario analysis revealed that the Disorderly Transition scenario presents the highest financial exposure. For example, Risk 8 (increased capital expenditure to meet climate targets) scored 16 in the long term under this scenario. This risk was ranked highest overall, with a total risk score of 222.5. It reflects the financial strain of unplanned retrofits and regulatory catch-up. Risk 6 (rising operational costs from evolving climate regulations) and Risk 4 (supplier cost increases due to transition costs) also scored 16 in the long term under the Disorderly scenario. Risk 5 (revenue loss from failure to meet client climate expectations) similarly scored 16 in the long term, highlighting the commercial risk of losing bids due to weak climate credentials. In contrast, the Orderly Transition scenario offered the most favourable conditions for realising opportunities. Opportunity 2 (reducing operational expenditure through energy efficiency) and Opportunity 4 (growing revenue via low-emission services) both achieved the maximum score of 16 (4 for size and 4 for execution ability) in the long term. These opportunities reflect Capita's ability to reduce costs and enhance competitiveness through early investment in sustainability. The scoring methodology used a matrix of likelihood and magnitude, with financial thresholds (e.g. over £6 million classified

as very high impact). Vulnerability was assessed through sensitivity and management response ratings. Internal models incorporated carbon pricing, capital expenditure projections, and revenue loss estimates to quantify financial exposure under each scenario. From a strategic and financial planning perspective, Capita's business model is most resilient under the Orderly scenario. Early investments in energy efficiency, renewable energy, and supplier engagement enable cost control, regulatory alignment, and reputational benefits. Under the Disorderly and Hot House scenarios, resilience is challenged by unplanned costs, stranded assets, and reputational damage. Capita uses internal carbon pricing and scenario modelling to guide investment decisions. The company has flexibility to redeploy capital toward low-carbon infrastructure and has embedded climate risk into its enterprise risk framework. Asset adaptability is supported by ongoing upgrades to buildings and fleets, and ESG criteria are embedded into procurement. However, some risks—such as stranded assets or water stress—require further investment and adaptation planning. Mitigation and opportunity investments are underway, including energy-efficient buildings, renewable energy contracts, and low-emission services. These actions support Capita's Net Zero 2045 target and are integrated into its Low Carbon Transition Plan. The scenario analysis also identified implications for other environmental issues. Water stress was flagged as a growing risk, particularly in regions like South Africa and India. Capita is exploring mitigation through short-term leases, remote work, and water-saving technologies. While biodiversity was not modelled in detail, supplier engagement strategies include ESG criteria that touch on biodiversity, circularity, and human rights. These are embedded in Capita's Supplier Charter and procurement processes.

[Fixed row]

(5.2) Does your organization's strategy include a climate transition plan?

(5.2.1) Transition plan

Select from:

No, but we are developing a climate transition plan within the next two years

(5.2.15) Primary reason for not having a climate transition plan that aligns with a 1.5°C world

Select from:

Other, please specify :Capita are currently developing their climate transition plan, which is scheduled to be published early 2026.

(5.2.16) Explain why your organization does not have a climate transition plan that aligns with a 1.5°C world

Capita does not currently have a published climate transition plan that is fully aligned with a 1.5°C pathway. However, we are actively developing a comprehensive transition plan, which is scheduled for publication in early 2026. This plan will underpin our commitment to achieving net zero across our value chain by 2045. The transition plan is being developed in line with the UK Transition Plan Taskforce (TPT) disclosure framework and will integrate the requirements of TCFD, CSRD, and other evolving climate-related regulations. It will set out the strategic actions, governance, investment priorities, and operational changes required to decarbonise our business in line with a science-based 1.5°C trajectory. To support this, Capita has already: Conducted a detailed climate scenario analysis across three NGFS-aligned pathways (Orderly, Disorderly, and Hot House World), assessing 15 climate-related risks and 5 opportunities across short, medium, and long-term horizons. Modelled the financial implications of transition and physical risks, including carbon pricing, capital expenditure, and revenue exposure. Set validated science-based

targets, including a 46.2% reduction in Scope 1 and 2 emissions by 2030 (from a 2019 baseline), and committed to net zero by 2045. A key enabler of the transition plan is Capita's network of Net Zero Representatives, who are embedded across business units and functions. These representatives play a critical role in: Coordinating local implementation of decarbonisation initiatives, Identifying operational challenges and opportunities, Supporting data collection and emissions tracking, Ensuring that business area plans align with the overarching transition strategy. Their input ensures that the transition plan is not only top-down and strategic, but also grounded in operational reality and tailored to the specific needs of different parts of the business. The transition plan will consolidate these elements into a single, forward-looking strategy that includes interim milestones, governance structures, and financial planning mechanisms.

[Fixed row]

(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?

(5.3.1) Environmental risks and/or opportunities have affected your strategy and/or financial planning

Select from:

- Yes, both strategy and financial planning

(5.3.2) Business areas where environmental risks and/or opportunities have affected your strategy

Select all that apply

- Products and services
- Upstream/downstream value chain
- Operations

[Fixed row]

(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.

Products and services

(5.3.1.1) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Environmental risks and opportunities have significantly shaped Capita's strategy in the services area, particularly in the development and delivery of decarbonisation and energy efficiency solutions for public sector clients. A key risk identified is the potential loss of revenue if Capita fails to transition to low-carbon services that align with evolving client expectations. This has driven the creation of a structured four-phase decarbonisation support model—Assess, Advise, Activate, Accelerate—designed to help local authorities and housing providers meet net zero targets. The model enables clients to navigate the full lifecycle of property decarbonisation, from strategic asset assessments and data analysis to business case development, funding support, and delivery of retrofit programmes. For example, Capita supported Blackburn with Darwen Council in securing £2.5 million in funding and planning consents to retrofit 23 buildings. The project delivered annual savings of 2.5 million kWh, 307 tCO₂e, and over £400,000 in energy costs. Capita's services also reflect the opportunity to grow the business by offering low-emissions solutions. These include energy-efficient retrofits, renewable energy integration, and climate-resilient infrastructure planning. By embedding sustainability into service design, Capita strengthens its competitive position in a market increasingly shaped by climate-conscious procurement and ESG performance criteria. In addition to delivery, Capita provides strategic advisory services to help clients access government grants, develop zero-carbon roadmaps, and engage local suppliers. This supports not only emissions reduction but also local economic development through job creation and skills training. Capita's approach ensures that clients can meet regulatory requirements, reduce operational costs, and enhance their environmental credentials. The strategy is informed by Capita's internal climate risk quantification framework, which models financial exposure across multiple climate scenarios. Risks such as rising supplier costs, regulatory compliance burdens, and reputational damage are assessed alongside opportunities to deliver low-carbon services, reduce energy costs, and secure long-term contracts. These insights are embedded into Capita's draft Low Carbon Transition Plan and guide investment in service innovation and delivery capability.

Upstream/downstream value chain

(5.3.1.1) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Environmental risks and opportunities have significantly shaped Capita's strategy across its upstream and downstream value chain. Transition risks—such as carbon pricing, regulatory change, and evolving client expectations—alongside physical climate risks, have driven Capita to embed climate considerations into procurement, service delivery, and supplier engagement. Upstream (Suppliers): Capita faces rising operational costs as suppliers in high-emission sectors (e.g. logistics, data centres, construction) pass on expenses linked to carbon pricing and compliance. This is classified as a high-priority transitional risk in Capita's internal modelling, with a risk score of 204. To mitigate this, Capita has embedded climate criteria into procurement processes, including adherence to a supplier charter, and a target for 50% of suppliers to have science-based targets by 2025. Capita also recognises the resource burden of supplier engagement as a strategic risk, with scenario modelling showing that delayed engagement could lead to reputational damage, compliance gaps, and missed emissions reduction opportunities. In response, Capita is investing in digital supplier management tools, supplier scorecards, and training to improve Scope 3 emissions tracking and maturity. These efforts are integrated into its Low Carbon Transition Plan (to be published early 2026) and ESG principal risk framework. Downstream (Clients and Services): Client expectations for low-carbon delivery are reshaping Capita's service strategy. There is a clear financial risk of lost revenue if Capita cannot demonstrate strong environmental credentials in tenders—this is ranked as Risk 5, with a score of 198. Scenario analysis shows that under disorderly or hot house pathways, Capita could face persistent revenue loss and reputational damage if it fails to meet client expectations for sustainability. To address this, Capita is developing and scaling low-emission service offerings, embedding ESG criteria into bids, and upskilling bid teams. These actions are supported by its Low Carbon Transition Plan, which aligns service innovation with stakeholder expectations and climate goals. Capita's modelling shows that early investment in low-emission services enhances competitiveness, particularly under orderly transition scenarios where sustainability becomes a procurement priority. In summary, environmental risks have driven Capita to strengthen supplier engagement, decarbonise its supply chain, and enhance environmental integration in client delivery. These actions not only mitigate risk but also position Capita to capture growth opportunities in a low-carbon economy.

Operations

(5.3.1.1) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Environmental risks and opportunities have significantly influenced Capita's operational strategy, prompting a shift toward decarbonisation, resilience, and cost stability. These changes are underpinned by scenario analysis, financial modelling, and governance aligned with TCFD, CSRD, and the UK Transition Plan

Taskforce. How Risks Have Shaped Operational Strategy: Capital Expenditure Pressures (Risk 8):Capita has identified the need for increased investment in climate mitigation measures—such as building upgrades, renewable energy systems, and low-carbon technologies—as a high ranking transitional risk, with significant exposure across all climate scenarios. In response, Capita has prioritised early investment in energy-efficient infrastructure to avoid reactive, high-cost retrofits. Energy Price Volatility (Risk 13):Rising and unpredictable energy costs, particularly under disorderly and hot house scenarios, have led Capita to secure 100% renewable electricity where possible, implement energy efficiency upgrades, and explore long-term energy contracts. These actions are designed to reduce exposure to fossil fuel markets and stabilise operational expenditure. Physical Climate Risks (Risks 1 & 2):Capita's operations are vulnerable to extreme weather events such as floods and heatwaves, which can disrupt service delivery and damage infrastructure. To address this, Capita has implemented site-level risk assessments, business continuity plans, and a flexible property strategy. These measures are especially critical for data centres and contact centres in high-risk geographies. Regulatory Compliance and Legal Risk (Risk 6):The rising cost of compliance with evolving climate regulations has driven Capita to invest in systems, training, and reporting capabilities. This includes aligning with TCFD and CSRD requirements and integrating climate risk into enterprise risk management. How Opportunities Have Shaped Operational Strategy: Energy Efficiency (Opportunity 2):Capita is actively reducing operational costs by improving the energy performance of its buildings. Measures include LED lighting, smart controls, and insulation upgrades. These initiatives offer quick payback and support Capita's net zero targets. Renewable Energy and Cost Stability (Opportunity 5):To reduce exposure to energy market volatility, Capita is investing in long-term Power Purchase Agreements (PPAs). This supports predictable budgeting and reduce reliance on fossil fuels. Each of these risks and opportunities has directly influenced Capita's operational strategy by informing investment decisions, shaping procurement criteria, and guiding the development of its Low Carbon Transition Plan. These actions not only mitigate financial and reputational risks but also enhance operational resilience and competitiveness in a decarbonising economy.

[Add row]

(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.

Row 1

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- Revenues
- Direct costs
- Indirect costs
- Capital expenditures
- Capital allocation

(5.3.2.2) Effect type

Select all that apply

- Risks

Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Environmental Risks Capita has integrated 15 climate-related risks into financial planning Capital Expenditure Risk (Risk 8):To meet net zero targets, Capita must invest in property upgrades, renewable energy, heat decarbonisation, and reduced travel. Internal carbon pricing guides CapEx decisions. Early action reduces long-term costs and enhances resilience. Operational Cost Risk (Risks 4, 13, 14):Supplier cost increases and energy volatility are factored into procurement and budgeting. Scenario modelling informs OpEx forecasts, and energy efficiency and renewable procurement are embedded in the transition plan. Regulatory Compliance Risk (Risks 6, 7, 10):Financial planning accounts for carbon pricing, emissions reporting, and legal exposure. Investments in systems, training, and governance support compliance with evolving climate regulations. Revenue Risk (Risks 5, 12, 15):Clients increasingly require strong environmental credentials. Capita models revenue loss risk and embeds ESG criteria into bids and procurement. Weak performance risks lost contracts and reputational damage. Physical Climate Risk (Risks 1, 2, 3):Risks such as flooding, heatwaves, and water stress are assessed across sites and supply chains. Business continuity planning and site-level assessments support financial resilience. *Environmental Opportunities* Capita has integrated five climate-related opportunities into financial planning: Energy Efficiency (Opportunity 2):Upgrading buildings and systems reduces energy use and OpEx. Scenario modelling shows high scores across all pathways. This informed the creation of Capita's Sustainable Property Policy. Low-Emission Services (Opportunity 4):Offering low-carbon services enhances competitiveness and supports revenue growth. Development aligns with client expectations and regulatory trends. Renewable Energy Procurement (Opportunity 5):On-site generation and PPAs stabilise energy costs and support net zero goals. Resilient Supply Chains (Opportunity 1):Supplier engagement and climate resilience reduce disruption risks and enhance client trust. Decarbonised Heating (Opportunity 3):Transitioning from fossil fuel heating reduces exposure to carbon pricing and energy volatility. Capita is investing in clean heating technologies to future-proof its buildings.

[Add row]

(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition
	<p>Select from:</p> <p><input checked="" type="checkbox"/> No, but we plan to in the next two years</p>

[Fixed row]

(5.10) Does your organization use an internal price on environmental externalities?

(5.10.1) Use of internal pricing of environmental externalities

Select from:

No, and we do not plan to in the next two years

(5.10.3) Primary reason for not pricing environmental externalities

Select from:

Not an immediate strategic priority

(5.10.4) Explain why your organization does not price environmental externalities

We recognise the benefits of setting an internal price for carbon such as encouraging sustainable practices, providing a clear incentive to reduce emissions and reducing costs. Although we have not yet implemented an internal carbon pricing mechanism, we can see the potential it holds and are committed to exploring this approach as part of our transition.

[Fixed row]

(5.11) Do you engage with your value chain on environmental issues?

Suppliers

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

Yes

(5.11.2) Environmental issues covered

Select all that apply

Climate change

Customers

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

Yes

(5.11.2) Environmental issues covered

Select all that apply

Climate change

Investors and shareholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

No, but we plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

Select from:

No standardized procedure

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

Capita are beginning to create their low carbon transition plan and this will guide engagement with investors and shareholders in the future.

Other value chain stakeholders

(5.11.1) Engaging with this stakeholder on environmental issues

Select from:

Yes

(5.11.2) Environmental issues covered

Select all that apply

Climate change

[Fixed row]

(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Climate change

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

Other, please specify :We assess supplier environmental impact by evaluating whether suppliers have set Science Based Targets (SBTs).

(5.11.1.3) % Tier 1 suppliers assessed

Select from:

100%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

We classify suppliers as having substantive environmental dependencies and/or impacts if they are in our top 250 suppliers (by spend) and do not have Science Based Targets (SBTs). By focusing on SBTs, we ensure that our supply chain partners are actively contributing to our broader environmental objectives.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

Select from:

26-50%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

105

[Fixed row]

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

No, we do not prioritize which suppliers to engage with on this environmental issue

(5.11.2.3) Primary reason for no supplier prioritization on this environmental issue

Select from:

We engage with all suppliers

(5.11.2.4) Please explain

We engage with all our suppliers on climate change by requesting that they set science-based targets (SBTs). This is a core part of our strategy to reduce Scope 3 emissions and align our value chain with our net zero ambition. Our near-term target is for 50% of our suppliers by spend—covering purchased goods, services, and capital goods—to have science-based targets in place by 2025. As of 2024, we have exceeded this target, with 58% of our supply chain spend now covered by suppliers who have set SBTs.

[Fixed row]

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

Climate change

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

Yes, suppliers have to meet environmental requirements related to this environmental issue, but they are not included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Suppliers are required to meet specific environmental expectations as part of the purchasing process, as outlined in Capita's Supplier Charter. The Charter sets out our commitment to working with suppliers who align with our values and contribute to our environmental objectives. It outlines expectations for suppliers to operate in an environmentally responsible manner, comply with all applicable environmental laws and regulations, and support Capita's broader sustainability goals. In cases of non-compliance, Capita's approach is to engage constructively with suppliers to understand the root cause and support improvement. The Charter allows for flexibility based on the nature and scale of the supplier's operations, but persistent or serious breaches may result in a review of the commercial relationship.

[Fixed row]

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

Select from:

- Setting a science-based emissions reduction target

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- First-party verification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- 51-75%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- 51-75%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

- 51-75%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

- 51-75%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- No response

(5.11.6.12) Comment

While we currently do not have a formal response process in place for supplier non-compliance with our request to set Science Based Targets (SBTs), we recognise the importance of this expectation and are committed to strengthening our approach. In the future we aim to develop clearer follow-up mechanisms and support pathways to encourage greater alignment with climate science. This will help us drive more consistent environmental performance across our supply chain and support our broader sustainability goals. Note that tier 1 suppliers are considered as Capita's direct suppliers for the purposes of answering this question.

[Add row]

(5.11.7) Provide further details of your organization's supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

- Emissions reduction

(5.11.7.3) Type and details of engagement

Innovation and collaboration

- Collaborate with suppliers on innovations to reduce environmental impacts in products and services
- Engage with suppliers to advocate for policy or regulatory change to address environmental challenges
- Invest jointly with suppliers in R&D of relevant low-carbon technologies

(5.11.7.4) Upstream value chain coverage

Select all that apply

- Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

1-25%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

1-25%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Our organisation is currently exploring collaborative opportunities with academic and innovation suppliers to scale climate-positive behaviours through community-led retrofit education. One initiative under development aims to expand a successful pilot programme into a multi-layered, community-embedded model of climate leadership and learning. This engagement demonstrates our commitment to systemic change by embedding environmental leadership in schools and communities. Over a four-year timeline, the programme will: Enable families to gain the knowledge, tools and leadership pathways to participate in sustainable retrofit and climate-positive behaviours, particularly those furthest from traditional climate discourse. Advance knowledge and practice at the intersection of engineering education, community development and public engagement, mobilising technical expertise through youth-led and family-centred approaches. Embed innovation, technical credibility and system-change expertise through strategic partnerships. Respond to national imperatives such as growing the retrofit workforce, closing participation gaps in climate action, and ensuring sustainability messaging resonates in everyday places such as sports clubs, faith spaces and homes. This engagement supports our environmental action by fostering scalable climate literacy, encouraging inclusive participation, and aligning supplier collaboration with our broader decarbonisation goals. Note that tier 1 suppliers are considered as Capita's direct suppliers for the purposes of answering this question.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

No, this engagement is unrelated to meeting an environmental requirement

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

Yes

[Add row]

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

- Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

- Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or services

(5.11.9.3) % of stakeholder type engaged

Select from:

- 1-25%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

- None

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We engage with stakeholders across the education sector to support their transition to net zero and to demonstrate environmental leadership, even where this engagement does not directly influence our own Scope 3 emissions. A key example is our participation in the 2024 Schools and Academies Show, where Fiona Brazill, Capita's Head of Proposition for Sustainability and Net Zero, spoke on the panel "Sustainable Strategies – A Long-Term View of Good Estates Management for Schools". This session focused on embedding sustainability into long-term estate planning, building resilience, and securing stakeholder buy-in at both school and board levels. Through such engagements, we share insights on decarbonisation, energy efficiency, and climate transition planning—helping schools and academies align with government targets and improve environmental performance. While these activities do not reduce Capita's emissions directly, they reflect our commitment to enabling system-wide change and supporting our clients' sustainability journeys.

(5.11.9.6) Effect of engagement and measures of success

Our engagement with stakeholders in the education sector is designed to inform, inspire, and enable climate action—particularly among schools and academies navigating the complexities of sustainable estates management. At the 2024 Schools and Academies Show, Fiona Brazill represented Capita by delivering a session on long-term sustainability strategies for school estates. This engagement helped position Capita as a trusted partner in the sector's net zero transition. The impact of this engagement is reflected in the quality of conversations it has sparked with education leaders, the follow-up requests for tailored sustainability support, and the increased visibility of our environmental expertise. We track success through qualitative feedback, new client interactions, and the extent to which our insights are incorporated into stakeholder planning and reporting. These outcomes demonstrate the value of our engagement, even where it does not directly influence Capita's own emissions profile.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

- Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

- Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

Select from:

- 1-25%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

- None

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We actively engage with our customers on climate change and our net zero journey. This includes attending regular meetings to provide updates on our progress, share emissions data, and support their own environmental reporting and target-setting efforts. We tailor our engagement to meet customer needs—whether that's supplying verified emissions data, explaining our science-based targets, or outlining how our low carbon transition plan aligns with their sustainability goals. For example, we've presented updates on our net zero strategy to key clients, highlighting our emissions performance and readiness for upcoming regulatory changes such as the Corporate Sustainability Reporting Directive (CSRD). Although these engagements do not influence Capita's Scope 3 emissions—since we are a service-based organisation and do not sell physical products—they are an important part of our broader environmental leadership. By supporting our customers' sustainability ambitions, we help drive decarbonisation across the value chain and contribute to collective climate action.

(5.11.9.6) Effect of engagement and measures of success

Our engagement with customers on climate change has had a demonstrable impact on both environmental transparency and commercial outcomes. By attending regular meetings and providing tailored updates on our net zero journey, we've enabled clients to integrate our emissions data into their own reporting and compliance processes—particularly in preparation for CSRD requirements. In 2024, we supported multiple clients—including those in the telecoms and public service sectors—with emissions data submissions, climate disclosures, and sustainability questionnaires. For example: We participated in the JAC Climate Change Supplier Engagement Programme, completing data collection templates and attending webinars to align with their net zero expectations. We provided environmental data and documentation to clients, supporting their ESG reporting and CSRD readiness. A key example of successful engagement is our ongoing collaboration with Lloyds Banking Group. In recognition of our environmental performance and transparency, we retained their Emerald Sustainability Standard for 2024. This status reflects our alignment with their supply chain decarbonisation goals and our active participation in their supplier engagement programme, including webinars and one-to-one discussions on product-level carbon data. We measure success through qualitative feedback from clients and bid teams.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

Other value chain stakeholder, please specify :This engagement is classified as involving other value chain stakeholders, specifically local authorities, educational institutions, and community-based organisations. These stakeholders play a critical role in delivering social value and advancing digital inclusion across the communities we serve.

(5.11.9.2) Type and details of engagement

Innovation and collaboration

Collaborate with stakeholders on innovations to reduce environmental impacts in products and services

(5.11.9.3) % of stakeholder type engaged

Select from:

1-25%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

None

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

As part of our commitment to social value and digital inclusion, we engage with local authorities, schools, charities, and community partners to address digital inequality—particularly among vulnerable and underserved populations. While these engagements do not directly impact Capita's Scope 3 emissions, they are integral to our broader environmental and social governance (ESG) strategy and reflect our role as a responsible business. In 2024, we repurposed 395 laptops and distributed them across Barnet, Lambeth, Birmingham, and North Tyneside. This included a major collaboration with Barnet Council and the charity 2econd Chance, where 240 refurbished laptops were donated to support residents struggling to get online. Our IT teams also helped deliver digital skills workshops in local libraries, empowering residents to access essential services and navigate the digital world safely. We also supported Selly Oak Trust School, a specialist science college for students with special educational needs, by replacing outdated devices and enabling the creation of new class sets. In North Tyneside, we partnered with The Meadows community hub to provide laptops and digital skills training in an area of high deprivation. Lambeth Council received 20 laptops to support their digital exclusion agenda, coordinated with local voluntary and community sector partners. These engagements are designed to build digital confidence, reduce inequality, and foster long-term community resilience. They also strengthen our relationships with public sector clients and demonstrate how we embed social value into service delivery.

(5.11.9.6) Effect of engagement and measures of success

Our engagement with local authorities, schools, and community organisations to support digital inclusion has delivered tangible social value across multiple UK regions. By repurposing 395 laptops and distributing them to stakeholders such as Barnet Council, Lambeth Council, Selly Oak Trust School, and The Meadows community hub in North Tyneside, we've helped bridge the digital divide for individuals and communities facing barriers to connectivity and digital access. The impact of this engagement is measured through: Community feedback: Positive responses from beneficiaries, such as the Deputy Head at Selly Oak Trust School, who described the donation as "amazing," highlight the real-world value of our support. Uptake of digital skills workshops: In Barnet, our colleagues helped deliver community sessions alongside the charity 2econd Chance, enabling residents to build confidence and skills in using digital tools. Sustained partnerships: Continued collaboration with local authorities and voluntary sector partners demonstrates the trust and relevance of our contribution to their digital inclusion agendas.

[Add row]

(5.12) Indicate any mutually beneficial environmental initiatives you could collaborate on with specific CDP Supply Chain members.

Row 1

(5.12.1) Requesting member

Select from:

- Lloyds Banking Group

(5.12.2) Environmental issues the initiative relates to

Select all that apply

- Climate change

(5.12.4) Initiative category and type

Relationship sustainability assessment

- Align goals to feed into customers targets and ambitions

(5.12.5) Details of initiative

We have been collaborating with Lloyds to discuss how we might deliver customer specific emissions data.

(5.12.6) Expected benefits

Select all that apply

- Increased transparency of upstream/downstream value chain

(5.12.7) Estimated timeframe for realization of benefits

Select from:

- 0-1 year

(5.12.8) Are you able to estimate the lifetime CO2e and/or water savings of this initiative?

Select from:

No

(5.12.11) Please explain

Capita will explore with Lloyds the possibility of providing customer specific emissions data.

[Add row]

(5.13) Has your organization already implemented any mutually beneficial environmental initiatives due to CDP Supply Chain member engagement?

(5.13.1) Environmental initiatives implemented due to CDP Supply Chain member engagement

Select from:

No, but we plan to within the next two years

(5.13.2) Primary reason for not implementing environmental initiatives

Select from:

Not an immediate strategic priority

(5.13.3) Explain why your organization has not implemented any environmental initiatives

Our organisation has not yet implemented any mutually beneficial environmental initiatives as a direct result of CDP Supply Chain member engagement, primarily due to the need for deeper collaboration and alignment with our key customers' sustainability priorities. While we are actively engaged in environmental management and have set ambitious net zero targets, the development of joint initiatives requires shared objectives, data transparency, and operational readiness on both sides. We are currently in the early stages of planning a collaborative effort with a major financial customer to provide customer-specific emissions data. This initiative will enable more tailored reporting and support the customer's Scope 3 emissions tracking. We anticipate that this partnership will lay the groundwork for future joint environmental actions that deliver measurable benefits to both parties.

[Fixed row]

C6. Environmental Performance - Consolidation Approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

Climate change

(6.1.1) Consolidation approach used

Select from:

- Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

Reasons for Using Operational Control Consistency and Comparability: The operational control approach ensures consistency and comparability in GHG reporting. By using a clear and consistent boundary for reporting, Capita can accurately track and compare emissions over time and across different parts of the organisation. Regulatory Compliance: This approach aligns with various regulatory requirements and voluntary reporting programs. It ensures that Capita's GHG inventory is prepared in a manner that meets the standards set by regulatory bodies and aligns with best practices in the industry. Effective Management: By focusing on operations where Capita has control, the company can more effectively manage and reduce its GHG emissions. This approach allows Capita to implement and enforce policies and measures that directly impact emissions, leading to more effective environmental management. Transparency and Accountability: The operational control approach enhances transparency and accountability in GHG reporting. It provides a clear and straightforward method for determining which emissions are included in the inventory, making it easier for stakeholders to understand and trust the reported data. Alignment with Corporate Goals: This approach supports Capita's broader corporate goals and sustainability initiatives. By accurately accounting for emissions from controlled operations, Capita can set realistic and achievable targets for GHG reduction and track progress towards these goals. By adopting the operational control approach, Capita ensures that its GHG reporting is consistent, transparent, and aligned with industry standards and regulatory requirements. This approach not only facilitates effective management and reduction of emissions but also supports Capita's commitment to sustainability and environmental responsibility.

Plastics

(6.1.1) Consolidation approach used

Select from:

- Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

This approach ensures that we have a comprehensive understanding of our environmental impact over all operations which we control. This helps in developing meaningful environmental performance indicators by prioritising activities with the highest environmental risk.

Biodiversity

(6.1.1) Consolidation approach used

Select from:

- Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

This approach ensures that we have a comprehensive understanding of our environmental impact over all operations which we control. This helps in developing meaningful environmental performance indicators by prioritising activities with the highest environmental risk.

[Fixed row]

C7. Environmental performance - Climate Change

(7.1) Is this your first year of reporting emissions data to CDP?

Select from:

No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

	Has there been a structural change?
	<i>Select all that apply</i> <input checked="" type="checkbox"/> No

[Fixed row]

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?
	<i>Select all that apply</i> <input checked="" type="checkbox"/> No

[Fixed row]

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Select all that apply

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

	Scope 2, location-based	Scope 2, market-based	Comment
	<i>Select from:</i> <input checked="" type="checkbox"/> We are reporting a Scope 2, location-based figure	<i>Select from:</i> <input checked="" type="checkbox"/> We are reporting a Scope 2, market-based figure	<i>Capita measures its scope 2 emissions as both location and market based and reports both in the annual report.</i>

[Fixed row]

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

Select from:

No

(7.5) Provide your base year and base year emissions.

Scope 1

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

18961

(7.5.3) Methodological details

Capita defines Scope 1 emissions as all direct GHG emissions from sources that are owned or controlled by the company. This includes: Combustion of fuels in company-owned or controlled vehicles and equipment. On-site fuel combustion for heating, cooling, and power generation. Fugitive emissions from equipment leaks, refrigerant losses, and other unintentional releases. The operational boundary for Scope 1 reporting is based on the “operational control” approach, meaning emissions are reported from all operations where Capita has the authority to introduce and implement operating policies. Primary data is collected from Capita’s Energy Bureau and facilities management systems. This includes: Fuel consumption data (e.g. natural gas, diesel, LPG) from invoices, meter readings, and fleet fuel cards. Refrigerant top-up logs and maintenance records for fugitive emissions. Emission factors are sourced from the UK Government GHG Conversion Factors for Company Reporting (latest available version). Where direct measurement is not possible, estimates are made based on historical usage or comparable site data, with corrections applied in subsequent months when actual data becomes available. Capita’s Scope 1 emissions data undergoes internal quality checks and is externally assured under the ISAE 3000 standard by SLR Consulting. This includes: Verification of data accuracy and completeness. Review of calculation methodologies for consistency with the GHG Protocol Corporate Standard. Assessment of data consolidation and reporting processes.

Scope 2 (location-based)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

41984

(7.5.3) Methodological details

Capita reports Scope 2 emissions using both the location-based and market-based methods, in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. The location-based method reflects the average emissions intensity of the grids where electricity consumption occurs, without accounting for specific contractual instruments like renewable energy certificates. Capita applies the operational control approach to define its reporting boundary. This includes all operations where Capita has the authority to implement operational policies, covering offices, data centres, and other facilities across the UK and international locations. Electricity consumption data is sourced from Capita’s Energy Bureau, which consolidates: Monthly electricity usage from supplier invoices and meter readings. District heating data where applicable. Estimates where billing data is delayed, based on historical usage patterns. These are corrected in subsequent months when actual data becomes available. Emission factors are sourced from UK Government GHG Conversion Factors and equivalent national datasets for international operations. Country-specific grid averages are used to reflect the emissions intensity of electricity generation in each region. Capita’s Scope 2 emissions

data is externally assured under the ISAE 3000 standard by SLR Consulting. This includes: Verification of data accuracy and completeness. Review of calculation methodologies for alignment with best practice. Assessment of data consolidation and reporting consistency

Scope 2 (market-based)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

27651

(7.5.3) Methodological details

Capita reports Scope 2 emissions using both the location-based and market-based methods, in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. The market-based method reflects emissions from electricity purchased, based on specific supplier contracts and energy attribute certificates (EACs), such as RECs or GOs, where available. Capita applies the operational control approach, covering all facilities where it has authority to implement operational policies. This includes offices, data centres, and other operational sites across the UK and internationally. Electricity consumption data is sourced from Capita's Energy Bureau, which consolidates: Monthly electricity usage from supplier invoices and meter readings. Supplier-specific emissions factors, where available. Contractual instruments such as renewable energy certificates or green tariffs. Where supplier-specific factors are unavailable, Capita uses residual mix or grid-average factors as fallback. Capita ensures that all emission factors used are consistent with the latest UK Government GHG Conversion Factors or equivalent national datasets. Capita's Scope 2 market-based emissions are externally assured under the ISAE 3000 standard by SLR Consulting. This includes: Verification of supplier-specific data and certificates. Review of calculation methodologies for consistency with best practice. Assessment of data consolidation and reporting accuracy

Scope 3 category 1: Purchased goods and services

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

165585

(7.5.3) Methodological details

1. Spend Data Collection and CategorisationCapita provided spend data for the financial year 2018/19. This data was structured using Capita's internal procurement taxonomy: COE Level 1: High-level categories (e.g. Professional Services). COE Level 2: Sub-categories (e.g. Consulting) Each spend item was also classified as either Operational Expenditure (OpEx) or Capital Expenditure (CapEx). 2. Scope 3 Category AssignmentEach COE Level 2 sub-category was mapped to the appropriate Scope 3 category using the GHG Protocol's Corporate Value Chain (Scope 3) Standard. Categories with available primary data (e.g. business travel) were excluded from the spend-based calculation to avoid double counting 3. Emissions Factor Mapping via Quantis ToolSub-categories were then aligned with the Quantis Scope 3 Evaluator Tool definitions. This tool uses environmentally extended input-output (EEIO) modelling to estimate emissions based on economic activity 4. Currency Conversion and Tool InputAll spend data was converted from Pounds Sterling (GBP) to US Dollars (USD) to match the input requirements of the Quantis tool 5. Emissions EstimationThe Quantis tool converted the spend data into estimated greenhouse gas emissions using EEIO emission factors. The output was expressed in kgCO₂e/year, which was then aggregated to produce total emissions for the Purchased Goods and Services category

Scope 3 category 2: Capital goods

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

106646

(7.5.3) Methodological details

1. Spend Data Collection and CategorisationCapita provided spend data for the financial year 2018/19. This data was structured using Capita's internal procurement taxonomy: COE Level 1: High-level categories (e.g. Professional Services). COE Level 2: Sub-categories (e.g. Consulting) Each spend item was also classified as either Operational Expenditure (OpEx) or Capital Expenditure (CapEx). 2. Scope 3 Category AssignmentEach COE Level 2 sub-category was mapped to the appropriate Scope 3 category using the GHG Protocol's Corporate Value Chain (Scope 3) Standard. Categories with available primary data (e.g. business travel) were excluded from the spend-based calculation to avoid double counting 3. Emissions Factor Mapping via Quantis ToolSub-categories were then aligned with the Quantis Scope 3 Evaluator Tool definitions. This tool uses environmentally extended input-output (EEIO) modelling to estimate emissions based on economic activity 4. Currency Conversion and Tool InputAll spend data was converted from Pounds Sterling (GBP) to US Dollars (USD) to match the input requirements of the Quantis tool 5. Emissions EstimationThe Quantis tool converted the spend data into estimated greenhouse gas emissions using EEIO emission factors. The output was expressed in kgCO₂e/year, which was then aggregated to produce total emissions for the Purchased Goods and Services category

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

10874

(7.5.3) Methodological details

1. Overview and Scope *This category includes upstream emissions associated with the production and delivery of fuels and electricity consumed by Capita, but not already accounted for in Scope 1 or Scope 2. It covers: Well-to-tank (WTT) emissions from fuel extraction, refining, and transport. Transmission and distribution (T&D) losses from electricity grids. Capita follows the GHG Protocol Scope 3 Standard and aligns with guidance from the UK Government GHG Conversion Factors and Climatiq for upstream energy emissions.* 2. Data Sources and Activity Data *Capita's 2019 carbon footprint served as the baseline for this category. The following activity data was extracted from that footprint: Diesel consumption (litres and kWh) Natural gas usage (kWh) Electricity consumption (kWh) These data points were sourced from Capita's Energy Bureau and facilities management systems, ensuring consistency with Scope 1 and 2 reporting.* 3. Emissions Calculation Methodology *Each activity type was processed using the following approach: a. Well-to-Tank (WTT) Emissions For fuels (diesel, gas), WTT emissions were calculated using UK Government emission factors for upstream fuel production. For electricity, WTT emissions were derived from the fuel mix used in national grids, reflecting the upstream impact of electricity generation. b. Transmission and Distribution (T&D) Losses *Electricity T&D losses were calculated using regional grid loss factors. These losses were multiplied by the relevant emission factors to estimate the emissions from energy lost during transmission.* c. Calculation Formula *Emission factors are sourced from the UK Government GHG Conversion Factors or equivalent datasets.**

Scope 3 category 4: Upstream transportation and distribution

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

30745

(7.5.3) Methodological details

1. Spend Data Collection and Categorisation *Capita provided spend data for the financial year 2018/19, structured using its internal procurement taxonomy: COE Level 1: High-level categories (e.g. Office Equipment, Supplies & Services). COE Level 2: Sub-categories (e.g. Transportation & Logistics) For this category, Capita identified COE Level 1 - Office Equipment, Supplies & Services and COE Level 2 - Transportation & Logistics as relevant. It was conservatively assumed that 50% of the total spend in this sub-category related to upstream transportation and distribution.* 2. Scope 3 Category Assignment *The relevant spend was mapped to Scope 3 Category 4 using the definitions provided in the Quantis Scope 3 Evaluator Tool, which aligns with the GHG Protocol's Corporate Value Chain Standard.* 3. Currency Conversion and Tool Input *Spend data was converted from Pounds Sterling (GBP) to US Dollars (USD) to meet the input requirements of the Quantis tool.* 4.

Emissions Estimation via Quantis Tool The Quantis tool applied environmentally extended input-output (EEIO) emission factors to estimate greenhouse gas emissions. The output was expressed in kgCO₂e/year, which was then aggregated to produce total emissions for upstream transportation and distribution

Scope 3 category 5: Waste generated in operations

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

80

(7.5.3) Methodological details

1. Overview and Scope This category includes emissions from third-party disposal and treatment of waste generated by Capita's operations. It covers: Solid waste (e.g. general office waste, recyclables, confidential waste). All waste treatment activities managed by external providers, including recycling, incineration, and energy recovery Capita follows the GHG Protocol Scope 3 Standard and applies the waste-type-specific method, using activity data and DEFRA emission factors 2. Data Collection and Categorisation Capita collects primary data on waste generation across its operational sites. This includes: Weight of waste streams (in kilograms or tonnes), recorded by waste management contractors or facilities teams. Waste management processes, such as landfill, recycling, incineration, or energy-from-waste, as reported by service providers. Waste data is typically broken down by: Site or region. Waste type (e.g. paper, plastics, food, confidential). Disposal method. This data is consolidated centrally and reviewed for completeness and consistency. 3. Emissions Calculation Emission factors are sourced from the UK Government GHG Conversion Factors for Company Reporting (DEFRA). The calculation is performed using Capita's internal GHG accounting tool. Where site-specific data is unavailable, estimates are made using average waste generation rates and disposal profiles.

Scope 3 category 6: Business travel

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

30922

(7.5.3) Methodological details

1. Overview and Scope This category includes greenhouse gas (GHG) emissions from all modes of business-related travel not owned or operated by Capita. It covers: Air travel (domestic and international) Rail travel Hired vehicles (e.g. taxis, rental cars) Hotel stays (where applicable) Capita follows the GHG Protocol Corporate Value Chain (Scope 3) Standard, using the distance-based method where possible, and the spend-based method as a fallback. 2. Data Collection and Sources Capita's 2019 carbon footprint served as the baseline for business travel emissions. The following data sources were used: Travel booking systems and expense reports Supplier invoices from travel management companies Internal finance systems for spend categorisation Where available, distance travelled (in km) was used for air and rail journeys. Where distance data was unavailable, spend data was used and mapped to travel modes using Capita's procurement taxonomy. 3. Emissions Calculation Capita applied the following approach: Emission factors were sourced from the UK Government GHG Conversion Factors. 4. Assurance Capita's business travel emissions are externally assured under the ISAE 3000 standard by SLR Consulting

Scope 3 category 7: Employee commuting

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

15301

(7.5.3) Methodological details

1. Overview and Scope This category includes greenhouse gas (GHG) emissions from the transportation of employees between their homes and Capita worksites. Capita follows the GHG Protocol Scope 3 Standard, applying the average-data method using national commuting statistics and internal workforce data. 2. Data Collection and Workforce Assumptions Capita's 2019 carbon footprint served as the baseline for this category. The following data sources and assumptions were used: Commuter Distance: Average commuting distances were obtained from the UK Government's National Travel Survey (NTS). Workforce Composition: 43,973 employees were based in the UK (73.9% of the total workforce). 3,597 of these were home-based. Therefore, 40,376 UK employees were assumed to commute to Capita facilities. Including non-UK workers, the total commuting workforce was estimated at 55,924 employees. 3. Emissions Calculation Methodology Capita used the following approach: a. Distance Conversion and Emission Factors Distances recorded in miles were converted to kilometres. DEFRA emission factors were applied to each mode of transport to calculate emissions per kilometre. b. Transport Mode Allocation The NTS provided modal splits (e.g. car, bus, rail, walking). Where the NTS data lacked specificity: "Other private transport" was assumed to have the emissions profile of a coach. "Other public transport" (light rail, ferries, air) was assumed to be light rail only. For cars and motorcycles, average vehicle size emission factors were used. Fuel source proportions (petrol, diesel, other) were derived from Statista market share data. "Other" was conservatively assigned the hybrid vehicle emission factor. c. Total Emissions Calculation The average emissions per person per year were calculated for each transport mode. These were multiplied by the number of commuting employees and summed to estimate total emissions.

Scope 3 category 8: Upstream leased assets

(7.5.1) Base year end

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Capita does not report emissions under Scope 3, Category 8: Upstream Leased Assets because this category is not relevant to the organisation's greenhouse gas (GHG) inventory. All emissions associated with leased properties where Capita operates are already captured under Scope 1 and Scope 2, in line with the operational control boundary approach. This means that: Capita includes emissions from fuel combustion (Scope 1) and purchased electricity (Scope 2) for all leased assets over which it has operational control. As a result, there are no additional emissions to report under Scope 3, Category 8, and doing so would risk double counting. This treatment is consistent with the GHG Protocol Corporate Standard and ensures that Capita's emissions reporting remains accurate, transparent, and free from duplication.

Scope 3 category 9: Downstream transportation and distribution**(7.5.1) Base year end**

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

25302

(7.5.3) Methodological details

1. Overview and Scope This category includes emissions from the transportation and distribution of sold products in vehicles and facilities not owned or controlled by Capita, occurring after the point of sale. It also includes emissions from third-party warehousing and logistics services used to deliver products to end customers. Capita follows the GHG Protocol Scope 3 Standard, applying the spend-based method using environmentally extended input-output (EEIO) emission factors. 2. Spend Data Collection and Categorisation Capita provided spend data for the financial year 2018/19, structured using its internal procurement taxonomy: COE Level 1: High-level categories (e.g. Office Equipment, Supplies & Services). COE Level 2: Sub-categories (e.g. Transportation & Logistics). For this category, Capita assumed that 100% of the spend in the Transportation & Logistics sub-category was attributable to downstream transportation and distribution. 3. Emissions Calculation Methodology The following steps were applied: a. Spend Mapping and Categorisation Spend data was mapped to Scope 3 Category 9 using the Quantis Scope 3 Evaluator Tool. The tool's definitions and sector mappings were used to ensure alignment with the GHG Protocol. b. Currency Conversion Spend data was converted from Pounds Sterling (GBP) to US Dollars (USD) to meet the input requirements of the Quantis tool. c. Emission Estimation The Quantis tool applied EEIO emission factors to estimate emissions based on the economic activity of transportation and logistics services.

Scope 3 category 10: Processing of sold products

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Capita does not report emissions under Scope 3, Category 10: Processing of Sold Products because this category is not relevant to the nature of its business operations. Capita is a business services provider and does not manufacture or sell physical products that require further processing by third parties. As such, there are no downstream industrial or transformation activities associated with Capita's services that would generate emissions under this category. This treatment is consistent with the GHG Protocol Scope 3 Standard, which defines Category 10 as applicable only to companies whose sold products undergo processing by third parties after sale. Since Capita's services are delivered digitally or through professional expertise, there is no applicable emissions source to account for in this category.

Scope 3 category 11: Use of sold products

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Capita does not report emissions under Scope 3, Category 11: Use of Sold Products because this category is not relevant to the nature of its business operations. Capita is a business services provider, delivering professional, digital, and operational services rather than physical products. As such, there are no tangible goods sold that would generate downstream emissions through use by customers. The services provided do not require energy consumption or fuel use by end users in a way that would result in measurable GHG emissions attributable to Capita. This treatment is consistent with the GHG Protocol Scope 3 Standard, which defines Category 11 as applicable to companies whose sold products require energy or fuel to operate. Since Capita's offerings are service-based and do not involve such use-phase emissions, this category is considered not applicable.

Scope 3 category 12: End of life treatment of sold products

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Capita does not report emissions under Scope 3, Category 12: End-of-Life Treatment of Sold Products because this category is not relevant to the organisation's business model. Capita is a business services provider and does not manufacture or sell physical products that would generate downstream emissions at the end of their life cycle. As such, there are no tangible goods requiring disposal, recycling, or other end-of-life treatment by customers or third parties. This approach is consistent with the GHG Protocol Scope 3 Standard, which defines Category 12 as applicable to companies whose sold products result in waste or emissions at the end of their useful life. Since Capita's services are intangible and do not produce such outputs, this category is considered not applicable.

Scope 3 category 13: Downstream leased assets

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

208

(7.5.3) Methodological details

1. Overview and Scope This category includes emissions from the operation of assets that are owned by Capita and leased to third parties. These emissions are not already included in Capita's Scope 1 or 2 inventories and are calculated in accordance with the GHG Protocol Scope 3 Standard. Capita applies the asset-specific method, using actual energy consumption data from leased properties to estimate emissions attributable to lessees. 2. Asset Identification and Data Collection Capita identified three properties that were either: Fully leased to third parties, or Partially leased, with shared occupancy between Capita and the lessee. For each property: Electricity consumption data was collected for the full reporting year. Gas consumption was confirmed to be zero. Where properties were partially leased, energy use was apportioned based on: Floor area (where available), or Financial share of the lease (as a fallback) 3. Emissions Calculation Emission factors were sourced from the UK Government GHG Conversion Factors (BEIS 2023). Well-to-tank (WTT) emissions were also included to account for upstream impacts of electricity

generation (e.g. extraction, refining, and transport of fuels). Where sub-metering was unavailable, Capita used proportional allocation based on lease agreements or building occupancy data.

Scope 3 category 14: Franchises

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Capita does not report emissions under Scope 3, Category 14: Franchises because this category is not relevant to the organisation's operations. Capita does not operate any franchises, nor does it generate revenue through franchising arrangements. As such, there are no emissions associated with franchised operations to account for under this category. This treatment is consistent with the GHG Protocol Scope 3 Standard, which defines Category 14 as applicable only to companies that own or control franchise operations. Since Capita's business model does not include franchising, this category is considered not applicable.

Scope 3 category 15: Investments

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Capita does not report emissions under Scope 3, Category 15: Investments because this category is not relevant to the organisation's operations. Capita does not hold any investments in other companies, assets, or financial instruments that would fall within the scope of this category as defined by the GHG Protocol Scope 3 Standard. As such, there are no emissions associated with investment activities to account for in the GHG inventory. This treatment ensures consistency with the GHG Protocol, which applies Category 15 only to organisations with equity investments, project finance, or debt holdings that generate attributable emissions. Since Capita's business model does not include such financial activities, this category is considered not applicable.

Scope 3: Other (upstream)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

None

Scope 3: Other (downstream)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

None

[Fixed row]

(7.6) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

(7.6.3) Methodological details

Capita Scope 1 Emissions Calculation Methodology 1. **Definition and Boundary Setting** Capita defines Scope 1 emissions as all direct GHG emissions from sources that are owned or controlled by the company. This includes: Combustion of fuels in company-owned or controlled vehicles and equipment. On-site fuel combustion for heating, cooling, and power generation. Fugitive emissions from equipment leaks, refrigerant losses, and other unintentional releases. The operational boundary for Scope 1 reporting is based on the “operational control” approach, meaning emissions are reported from all operations where Capita has the authority to introduce and implement operating policies. 2. **Data Collection** Primary data is collected from Capita’s Energy Bureau and facilities management systems. This includes: Fuel consumption data (e.g. natural gas, diesel, LPG) from invoices, meter readings, and fleet fuel cards. Refrigerant top-up logs and maintenance records for fugitive emissions. 3. **Emissions Factors and Calculation** Emissions are calculated using the following formula: Emissions (tCO₂e) = Activity Data × Emission Factor. Emission factors are sourced from the UK Government GHG Conversion Factors for Company Reporting (latest available version). Where direct measurement is not possible, estimates are made based on historical usage or comparable site data, with corrections applied in subsequent months when actual data becomes available. 4. **Quality Assurance and Verification** Capita’s Scope 1 emissions data undergoes internal quality checks and is externally assured under the ISAE 3000 standard by SLR Consulting. This includes: Verification of data accuracy and completeness. Review of calculation methodologies for consistency with the GHG Protocol Corporate Standard. Assessment of data consolidation and reporting processes.

[Fixed row]

(7.7) What were your organization’s gross global Scope 2 emissions in metric tons CO₂e?

Reporting year

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO₂e)

16010

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO₂e)

4076

(7.7.4) Methodological details

Capita Scope 2 Emissions Calculation Methodology Capita reports Scope 2 greenhouse gas (GHG) emissions using both the location-based and market-based approaches, in line with the GHG Protocol Corporate Accounting and Reporting Standard. 1. **Organisational Boundary and Data Sources** Capita applies the operational control approach to define its organisational boundary. Scope 2 emissions are calculated for all sites where Capita has operational control, including offices, data centres, and other facilities across the UK and internationally. Electricity consumption data is sourced from: Capita’s Energy Bureau, which consolidates

monthly usage data from supplier invoices and meter readings. Where actual data is unavailable (e.g. due to billing delays), estimates are made based on historical usage and corrected in subsequent months. 2. Location-Based Emissions The location-based method reflects the average emissions intensity of the electricity grids in the regions where Capita operates. Emissions (tCO₂e) = Electricity Consumption (kWh) × Grid Average Emission Factor Emission factors are sourced from the UK Government GHG Conversion Factors and equivalent national datasets for international operations. This method provides a baseline view of emissions based on regional energy mixes. 3. Market-Based Emissions The market-based method reflects emissions from electricity that Capita has purposefully chosen to purchase, based on supplier-specific contracts or renewable energy certificates (RECs). Emissions (tCO₂e) = Electricity Consumption (kWh) × Supplier-Specific Emission Factor Where available, Capita uses supplier-specific emission factors from green energy contracts. In the absence of supplier-specific data, residual mix factors or grid averages are used as fallback values. This approach allows Capita to reflect the impact of its procurement decisions on emissions performance. 4. Assurance and Reporting Capita's Scope 2 emissions are externally assured under the ISAE 3000 standard by SLR Consulting. The assurance process includes a review of calculation methodologies, data accuracy, and consistency with best practice guidelines. Both location-based and market-based figures are disclosed in Capita's Annual Report.

[Fixed row]

(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

(7.8.1) Evaluation status

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

117235

(7.8.3) Emissions calculation methodology

Select all that apply

Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

1

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 1 – Purchased Goods and Services (2024) Evaluation Status: Relevant, calculated Emissions Calculation Methodology: Capita used a spend based methodology to calculate Scope 3 emissions from Purchased Goods and Services (PG&S) in 2024. 1. Spend-Based Emissions Calculation Tool Used: SLR's GHG Accounting Tool Emission Factors: US EPA Environmentally Extended Input-Output (EEIO) emission factors Data Source: Full-year 2024 spend data across all suppliers Process: Spend data was mapped to EEIO categories to estimate emissions by supplier type and activity. Data Sources and Assumptions Emission Factors: Sourced from the latest US EPA EEIO database and embedded in the SLR tool Relevance and Materiality This category is considered highly material due to its scale and influence on Capita's Net Zero trajectory.

Capital goods

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

11133

(7.8.3) Emissions calculation methodology

Select all that apply

- Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

1

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 2 – Capital Goods (2024) Evaluation Status: Relevant, calculated Emissions Calculation Methodology: Capita calculated emissions from capital goods using a spend-based approach, consistent with the GHG Protocol's guidance for Scope 3 Category 2. The methodology aligns with the approach used for Purchased Goods and Services (PG&S), but with a distinct classification and treatment of capital expenditure. 1. Spend-Based Emissions Estimation Tool Used: Capita's GHG Accounting Tool 2024, developed in collaboration with SLR Consulting Emission Factors: US EPA Environmentally Extended Input-Output (EEIO) database Data Source: 2024 capital expenditure data, mapped to EEIO categories Process: Capital spend was isolated from total procurement

and categorised based on asset type (e.g. IT infrastructure, buildings, vehicles), then matched to relevant EEIO factors. Data Sources and AssumptionsBoundary: The calculation includes all upstream emissions from the production of capital goods purchased by Capita globally. This aligns with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38). Reporting Period and Data TimelinessCapital Spend Period: Full calendar year 2024 Relevance and MaterialityCapital goods emissions are material due to the scale of Capita's infrastructure and technology investments.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

7405

(7.8.3) Emissions calculation methodology

Select all that apply

- Hybrid method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

90

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 3 – Fuel- and Energy-Related Activities (Not Included in Scope 1 or 2)Evaluation StatusRelevant, calculated Emissions Calculation MethodologyCapita calculated emissions from upstream fuel and energy-related activities using a hybrid methodology that combines activity-based data with standard emissions factors. This category includes emissions from the extraction, production, and transportation of fuels and energy purchased and consumed by Capita, but not already accounted for in Scope 1 or 2. 1. Activity-Based CalculationData Sources: Monthly electricity and gas consumption data across Capita's UK and international estate, including India, South Africa, and Europe. Emission Factors: UK Government GHG Conversion Factors and US EPA factors for fuels. Tool Used: Capita's internal GHG Accounting Tool. 2. Scope of Activities IncludedTransmission and Distribution (T&D) Losses: Emissions from energy lost during transmission and distribution of purchased electricity. Upstream Fuel Emissions: Emissions from the extraction, refining, and transport of fuels used in Capita's operations (e.g. natural gas, diesel, electricity generation). Well-to-Tank (WTT) Emissions: Included for fuels used in company vehicles and heating systems. Data Sources and AssumptionsTime Period: Full calendar year 2024 energy consumption data was used to calculate emissions. Boundary: The calculation includes all upstream emissions associated with the production and delivery of energy consumed by Capita globally, consistent with the minimum boundary defined in the GHG

Protocol Scope 3 Standard (pages 34–38). Reporting Period and Data Timeliness Energy Data Period: January–December 2024 Relevance and Materiality This category is considered relevant due to the scale of Capita's energy consumption across its global estate.

Upstream transportation and distribution

(7.8.1) Evaluation status

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

14343

(7.8.3) Emissions calculation methodology

Select all that apply

Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

1

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 4 – Upstream Transportation and Distribution (2024) Evaluation Status Relevant, calculated Emissions Calculation Methodology Capita calculated emissions from upstream transportation and distribution (T&D) using a spend based method. This category includes emissions from the inbound transport of goods and services purchased by Capita, prior to their use in operations. 1. Supplier-Specific and Spend-Based Hybrid Method Tool Used: Capita's GHG Accounting Tool 2024. Emission Factors: UK Government GHG Conversion Factors and US EPA EEIO database Data Source 2024 procurement spend data for logistics and freight services Allocation Method: spend was mapped to EEIO categories 2 Life Cycle Stages Covered Well-to-Wheel (WTW) emissions were included for all fuel-based transport modes Data Sources and Assumptions Time Period: Full calendar year 2024 data was used to calculate emissions. Boundary: The calculation includes all upstream emissions from the transportation and distribution of goods and services purchased by Capita, consistent with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38) Reporting Period and Data Timeliness Data Period: January–December 2023 Relevance and Materiality This category is considered relevant due to the scale of Capita's procurement and logistics operations.

Waste generated in operations

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

76

(7.8.3) Emissions calculation methodology

Select all that apply

- Hybrid method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

80

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 5 – Waste Generated in Operations (2024) Evaluation Status Relevant, calculated Emissions Calculation Methodology Capita calculated emissions from waste generated in operations using a hybrid methodology that combines primary data from waste carriers and landlords with extrapolated estimates for locations lacking direct data. This approach ensures broad coverage across Capita's global estate while maintaining a conservative stance on emissions attribution. 1. Primary Data Collection UK Operations: Emissions were calculated using actual waste tonnage data provided by landlords and waste carriers. This includes detailed breakdowns by waste type (e.g. general waste, mixed recycling, confidential waste) and disposal method (e.g. landfill, recycling, incineration). Emission Factors: UK Government GHG Conversion Factors were applied to each waste stream based on its treatment pathway. 2. Estimation for Non-UK Locations Data Gaps: In countries where waste data was unavailable, emissions were estimated using a proxy based on waste generated per square metre of floor area. This proxy was derived from existing data in countries with similar operational profiles. Worst-Case Assumption: Where no data could be obtained, a conservative assumption was made that all waste was sent to landfill. This approach aligns with Capita's commitment to transparency and errs on the side of overestimating emissions to avoid underreporting. 3. Impact of Assumptions Although Capita operates a "zero to landfill" policy, the worst-case assumption for data-poor regions significantly increased the calculated emissions. This is because the landfill emissions factor is approximately 20 times higher than that for recycling. Data Sources and Assumptions Time Period: Waste data covers the full calendar year 2024. Boundary: The calculation includes all operational waste generated across Capita's global estate, consistent with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38). Reporting Period and Data Timeliness Data Period: January–December 2024 Relevance and Materiality Waste emissions are a relatively small component of Capita's overall Scope 3 footprint but are considered relevant due to stakeholder interest and alignment with circular economy principles.

Business travel

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

5154

(7.8.3) Emissions calculation methodology

Select all that apply

- Fuel-based method
- Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

90

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 6 – Business Travel (2024) Evaluation Status Relevant, calculated Emissions Calculation Methodology Capita calculated emissions from business travel using a data-driven hybrid methodology that integrates primary activity data from internal systems with spend-based estimates for minor travel categories. This approach ensures comprehensive coverage of all business travel modes while prioritising accuracy and transparency. 1. Primary Data Sources Travel Bureau and SAP Concur: These systems provided detailed records of flights, rail, car mileage, and hotel stays across Capita's global operations. Activity Metrics: Flights and rail: reported in kilometres Car travel: reported in miles 2. Spend-Based Estimation for Minor Modes For travel types where no direct activity data was available (e.g. taxis, underground, buses, ferries), emissions were estimated based on spend. These categories represent a small proportion of total business travel emissions and were treated conservatively to avoid underestimation. Data Sources and Assumptions Time Period: All data covers the full calendar year 2024. Emission Factors: UK Government GHG Conversion Factors were applied to all travel modes, including DEFRA factors for flights, rail, and car mileage. Boundary: The calculation includes all business travel undertaken by Capita employees globally, in line with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38). Verification and Assurance Capita's 2024 Scope 3 business travel emissions were independently verified by SLR Consulting under the ISAE 3000 standard. The assurance covered all global operations under Capita's operational control and confirmed alignment with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Reporting Period and Data Timeliness Data Period: January–December 2024 Relevance and Materiality Business travel is a material Scope 3 category for Capita, particularly given the nature of its client-facing operations.

Employee commuting

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

13519

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

1

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 7 – Employee Commuting (2024) Evaluation Status Relevant, calculated Emissions Calculation Methodology Capita calculated emissions from employee commuting using a modelled estimation approach, based on national survey data and third-party emissions modelling. This method was selected due to the impracticality of collecting primary data across Capita's large and geographically dispersed workforce. 1. Data Sources and Modelling Approach *Commuting Patterns: Derived from the UK Department for Transport's National Travel Survey (NTS), which provides average commuting distances and modal splits by region.* Employee Headcount: Sourced from Capita's HR systems and aligned with operational control boundaries for Scope 3 reporting. 2. Assumptions and Allocation *Mode of Transport: Modal splits were applied based on NTS data, with adjustments made for known regional differences in Capita's workforce.* Work Patterns: Hybrid and remote working patterns were factored in, using internal HR data and assumptions validated by SLR Consulting. Data Sources and Assumptions *Time Period: All data reflects the 2024 calendar year.* Emission Factors: UK Government GHG Conversion Factors were applied to all commuting modes and home energy use. Boundary: The calculation includes all commuting emissions from employees under Capita's operational control, in line with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38). Reporting Period and Data Timeliness *Data Period: January–December 2024* Relevance and Materiality *Employee commuting accounts for a relatively low percentage of Capita's total emissions and is considered relevant for completeness and transparency*

Upstream leased assets

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

*Exclusion of Scope 3, Category 8: Upstream Leased Assets*Capita does not report emissions under Scope 3, Category 8: Upstream Leased Assets because this category is not relevant to the organisation's greenhouse gas (GHG) inventory. All emissions associated with leased properties where Capita operates are already captured under Scope 1 and Scope 2, in line with the operational control boundary approach. This means that: Capita includes emissions from fuel combustion (Scope 1) and purchased electricity (Scope 2) for all leased assets over which it has operational control. As a result, there are no additional emissions to report under Scope 3, Category 8, and doing so would risk double counting. This treatment is consistent with the GHG Protocol Corporate Standard and ensures that Capita's emissions reporting remains accurate, transparent, and free from duplication.

Downstream transportation and distribution

(7.8.1) Evaluation status

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

22233

(7.8.3) Emissions calculation methodology

Select all that apply

Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

1

(7.8.5) Please explain

*Methodology Statement: Scope 3 Category 9 – Downstream Transportation and Distribution (2024)*Evaluation StatusRelevant, calculated Emissions Calculation MethodologyCapita calculated emissions from downstream transportation and distribution (T&D) using a spend-based methodology, consistent with the GHG

Protocol's guidance for Scope 3 Category 9. This category includes emissions from the transportation and distribution of goods and services sold by Capita, where the logistics are paid for by the end customer. 1. Categorisation of Activity Capita's outbound logistics have been categorised as downstream T&D because these are shipments for which the end-customer pays Capita, and Capita in turn manages the logistics. The categorisation of spend follows the same logic as the 2022 assessment: all spend in Capita's Procurement Centre of Excellence (COE) Level 2 category "Transportation & Logistics" is considered relevant to this Scope 3 category. 2. Spend-Based Emissions Estimation Tool Used: Capita's GHG Accounting Tool 2024 Emission Factors: US EPA Environmentally Extended Input-Output (EEIO) database Data Source: Full-year 2024 spend data on transportation and logistics services Process: Spend data was mapped to EEIO categories to estimate emissions intensity per pound sterling spent. Data Sources and Assumptions Time Period: All spend data reflects the 2024 calendar year. Boundary: The calculation includes all downstream emissions from transportation and distribution of goods and services sold by Capita, in line with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38). Relevance and Materiality: Downstream T&D is considered relevant due to Capita's role in managing outbound logistics for customer-paid services.

Processing of sold products

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

Exclusion of Scope 3, Category 10: Processing of Sold Products Capita does not report emissions under Scope 3, Category 10: Processing of Sold Products because this category is not relevant to the nature of its business operations. Capita is a business services provider and does not manufacture or sell physical products that require further processing by third parties. As such, there are no downstream industrial or transformation activities associated with Capita's services that would generate emissions under this category. This treatment is consistent with the GHG Protocol Scope 3 Standard, which defines Category 10 as applicable only to companies whose sold products undergo processing by third parties after sale. Since Capita's services are delivered digitally or through professional expertise, there is no applicable emissions source to account for in this category.

Use of sold products

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

*Exclusion of Scope 3, Category 11: Use of Sold Products*Capita does not report emissions under Scope 3, Category 11: Use of Sold Products because this category is not relevant to the nature of its business operations. Capita is a business services provider, delivering professional, digital, and operational services rather than physical products. As such, there are an insignificant amount of tangible goods sold that would generate downstream emissions through use by customers. The services provided do not require energy consumption or fuel use by end users in a way that would result in measurable GHG emissions attributable to Capita. This treatment is consistent with the GHG Protocol Scope 3 Standard, which defines Category 11 as applicable to companies whose sold products require energy or fuel to operate. Since Capita's offerings are service-based and do not involve such use-phase emissions, this category is considered not applicable.

End of life treatment of sold products

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

*Exclusion of Scope 3, Category 12: End-of-Life Treatment of Sold Products*Capita does not report emissions under Scope 3, Category 12: End-of-Life Treatment of Sold Products because this category is not relevant to the organisation's business model. Capita is a business services provider and does not manufacture or sell a material amount of physical products that would generate downstream emissions at the end of their life cycle. As such, there are no material tangible goods requiring disposal, recycling, or other end-of-life treatment by customers or third parties. This approach is consistent with the GHG Protocol Scope 3 Standard, which defines Category 12 as applicable to companies whose sold products result in waste or emissions at the end of their useful life. Since Capita's services are intangible and do not produce such outputs, this category is considered not applicable.

Downstream leased assets

(7.8.1) Evaluation status

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

8219

(7.8.3) Emissions calculation methodology

Select all that apply

Hybrid method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

90

(7.8.5) Please explain

Methodology Statement: Scope 3 Category 13 – Downstream Leased Assets (2024) Evaluation Status Relevant, calculated Emissions Calculation Methodology Capita calculated emissions from downstream leased assets using a hybrid methodology based on actual energy consumption data and proportional allocation. This category includes emissions from properties owned or controlled by Capita but leased to third parties, where Capita retains operational control or responsibility for energy procurement. 1. *Property Identification and Classification* A list of properties from Capita's 2024 property portfolio was reviewed to identify sites that were either: Fully leased to third parties, or Partially leased, with Capita and one or more tenants sharing the space. 2. *Energy Consumption Allocation* For fully leased sites, the total energy consumption for the 2024 calendar year was attributed to the lessee and included in downstream leased asset emissions. For partially leased sites, energy consumption was apportioned between Capita and the lessee based on: Floor area (where available), or Financial share of the overall building lease. 3. *Emissions Calculation* Emission Factors: BEIS 2023 emission factors were applied to the energy consumption data to calculate emissions. Well-to-Tank (WTT) Emissions: Included to account for the upstream emissions from extraction, refining, and transportation of fuels used in electricity generation. Data Sources and Assumptions Time Period: Energy consumption data for the full calendar year 2024 was used. Boundary: The calculation includes all downstream emissions from leased assets under Capita's operational control, in line with the minimum boundary defined in the GHG Protocol Scope 3 Standard (pages 34–38). Relevance and Materiality: Downstream leased assets are considered relevant due to Capita's role as a landlord and its influence over building energy performance.

Franchises

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

Exclusion of Scope 3, Category 14: Franchises Capita does not report emissions under Scope 3, Category 14: Franchises because this category is not relevant to the organisation's operations. Capita does not operate any franchises, nor does it generate revenue through franchising arrangements. As such, there are no emissions associated with franchised operations to account for under this category. This treatment is consistent with the GHG Protocol Scope 3 Standard, which defines Category 14 as applicable only to companies that own or control franchise operations. Since Capita's business model does not include franchising, this category is considered not applicable.

Investments

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

*Exclusion of Scope 3, Category 15: Investments*Capita does not report emissions under Scope 3, Category 15: Investments because this category is not relevant to the organisation's operations. Whilst Capita does have some small investment activities, they constitute less than 0.01% overall revenue and therefore have been excluded on materiality grounds.

Other (upstream)

(7.8.1) Evaluation status

Select from:

Not evaluated

Other (downstream)

(7.8.1) Evaluation status

Select from:

Not evaluated

[Fixed row]

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

Verification/assurance status	
Scope 1	<p><i>Select from:</i></p> <p><input checked="" type="checkbox"/> Third-party verification or assurance process in place</p>
Scope 2 (location-based or market-based)	<p><i>Select from:</i></p> <p><input checked="" type="checkbox"/> Third-party verification or assurance process in place</p>
Scope 3	<p><i>Select from:</i></p> <p><input checked="" type="checkbox"/> Third-party verification or assurance process in place</p>

[Fixed row]

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Row 1

(7.9.1.1) Verification or assurance cycle in place

Select from:

Annual process

(7.9.1.2) Status in the current reporting year

Select from:

Complete

(7.9.1.3) Type of verification or assurance

Select from:

Limited assurance

(7.9.1.4) Attach the statement

Capita2024-ISAE 3000 2020 Statement_ISSUED130225 (3).pdf

(7.9.1.5) Page/section reference

Pages 1 - 6

(7.9.1.6) Relevant standard

Select from:

ISAE3000

(7.9.1.7) Proportion of reported emissions verified (%)

100

[Add row]

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Row 1

(7.9.2.1) Scope 2 approach

Select from:

Scope 2 market-based

(7.9.2.2) Verification or assurance cycle in place

Select from:

Annual process

(7.9.2.3) Status in the current reporting year

Select from:

Complete

(7.9.2.4) Type of verification or assurance

Select from:

Limited assurance

(7.9.2.5) Attach the statement

Capita2024-ISAE 3000 2020 Statement_ISSUED130225 (3).pdf

(7.9.2.6) Page/ section reference

Pages 1-6

(7.9.2.7) Relevant standard

Select from:

ISAE3000

(7.9.2.8) Proportion of reported emissions verified (%)

100

Row 2

(7.9.2.1) Scope 2 approach

Select from:

Scope 2 location-based

(7.9.2.2) Verification or assurance cycle in place

Select from:

Annual process

(7.9.2.3) Status in the current reporting year

Select from:

Complete

(7.9.2.4) Type of verification or assurance

Select from:

Limited assurance

(7.9.2.5) Attach the statement

Capita2024-ISAE 3000 2020 Statement_ISSUED130225 (3).pdf

(7.9.2.6) Page/ section reference

1-6

(7.9.2.7) Relevant standard

Select from:

ISAE3000

(7.9.2.8) Proportion of reported emissions verified (%)

100

[Add row]

(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Row 1

(7.9.3.1) Scope 3 category

Select all that apply

- Scope 3: Business travel

(7.9.3.2) Verification or assurance cycle in place

Select from:

- Annual process

(7.9.3.3) Status in the current reporting year

Select from:

- Complete

(7.9.3.4) Type of verification or assurance

Select from:

- Limited assurance

(7.9.3.5) Attach the statement

Capita2024-ISAE 3000 2020 Statement_ISSUED130225 (3).pdf

(7.9.3.6) Page/section reference

Pages 1-6

(7.9.3.7) Relevant standard

Select from:

- ISAE3000

(7.9.3.8) Proportion of reported emissions verified (%)

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Select from:

Decreased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in renewable energy consumption

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

In 2024, our emissions remained unchanged from the previous year in relation to renewable energy consumption. This is because no additional buildings transitioned to 100% renewable energy during the reporting period. However, we continue to prioritise the purchase of 100% renewable energy wherever it is available, demonstrating our ongoing commitment to low-carbon operations and sustainable sourcing.

Other emissions reduction activities

(7.10.1.1) Change in emissions (metric tons CO2e)

722

(7.10.1.2) Direction of change in emissions

Select from:

Decreased

(7.10.1.3) Emissions value (percentage)

8

(7.10.1.4) Please explain calculation

In 2024, we achieved a reduction of 722 tCO₂e in fleet emissions, reflecting the tangible impact of our fleet decarbonisation strategy. This progress is underpinned by our policy to prioritise the transition to low-emission vehicles, with only hybrid or fully electric cars now available to order as new company vehicles. For commercial vehicles, we are actively exploring electric alternatives that meet operational needs, while monitoring advancements in EV technology to ensure timely adoption as viable options emerge. Our approach balances environmental ambition with service delivery, and we continue to support this transition through infrastructure investments such as charger installations and route optimisation initiatives.

Divestment

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

No relevant divestments

Acquisitions

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None applicable

Mergers

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None applicable

Change in output

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not applicable

Change in methodology

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not applicable

Change in boundary

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

Not applicable

Change in physical operating conditions

(7.10.1.1) Change in emissions (metric tons CO2e)

1811

(7.10.1.2) Direction of change in emissions

Select from:

128

Decreased

(7.10.1.3) Emissions value (percentage)

20

(7.10.1.4) Please explain calculation

In 2024, Capita achieved a reduction of 1,811 tCO₂e in emissions, driven by a decrease of 3,159,250 kWh in non-renewable electricity consumption. This reduction is a direct result of our ongoing project to optimise our property footprint, ensuring it is the right size for our business. Through strategic consolidation of office spaces and a shift towards digital-first working, we have significantly reduced energy demand across our estate. This initiative is part of our broader commitment to decarbonise our infrastructure, enhance energy efficiency, and increase the use of renewable energy across our operations.

Unidentified

(7.10.1.1) Change in emissions (metric tons CO2e)

0

(7.10.1.2) Direction of change in emissions

Select from:

No change

(7.10.1.3) Emissions value (percentage)

0

(7.10.1.4) Please explain calculation

None

Other

(7.10.1.1) Change in emissions (metric tons CO2e)

(7.10.1.2) Direction of change in emissions*Select from:* Decreased**(7.10.1.3) Emissions value (percentage)**

33

(7.10.1.4) Please explain calculation

In 2024, our Scope 1 emissions decreased by 5,248 tCO₂e following a strategic change in our property portfolio. We ceased operations from a building previously owned and directly managed by Capita, and this site is now leased to another business. As a result, the associated emissions are no longer included in our Scope 1 reporting and are instead accounted for under Scope 3. This transition reflects our ongoing efforts to optimise our estate and ensure alignment of our emissions reporting with operational control boundaries.

*[Fixed row]***(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?***Select from:* Market-based**(7.12) Are carbon dioxide emissions from biogenic carbon relevant to your organization?***Select from:* No**(7.15) Does your organization break down its Scope 1 emissions by greenhouse gas type?***Select from:* Yes

(7.15.1) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Row 1

(7.15.1.1) Greenhouse gas

Select from:

CO2

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

5044

(7.15.1.3) GWP Reference

Select from:

Other, please specify :DEFRA Conversion Factors 2023

Row 2

(7.15.1.1) Greenhouse gas

Select from:

HFCs

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

107

(7.15.1.3) GWP Reference

Select from:

Other, please specify :DEFRA Conversion Factors 2023

[Add row]

(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.

Bulgaria

(7.16.1) Scope 1 emissions (metric tons CO2e)

55.14

(7.16.2) Scope 2, location-based (metric tons CO2e)

180.4

(7.16.3) Scope 2, market-based (metric tons CO2e)

227.43

Germany

(7.16.1) Scope 1 emissions (metric tons CO2e)

219.97

(7.16.2) Scope 2, location-based (metric tons CO2e)

1045.75

(7.16.3) Scope 2, market-based (metric tons CO2e)

2018.16

India

(7.16.1) Scope 1 emissions (metric tons CO2e)

10.23

(7.16.2) Scope 2, location-based (metric tons CO2e)

5391.78

(7.16.3) Scope 2, market-based (metric tons CO2e)

41.35

Ireland

(7.16.1) Scope 1 emissions (metric tons CO2e)

12.39

(7.16.2) Scope 2, location-based (metric tons CO2e)

163.92

(7.16.3) Scope 2, market-based (metric tons CO2e)

269.95

Poland

(7.16.1) Scope 1 emissions (metric tons CO2e)

0

(7.16.2) Scope 2, location-based (metric tons CO2e)

232.21

(7.16.3) Scope 2, market-based (metric tons CO2e)

273.76

South Africa

(7.16.1) Scope 1 emissions (metric tons CO2e)

35.93

(7.16.2) Scope 2, location-based (metric tons CO2e)

2197.8

(7.16.3) Scope 2, market-based (metric tons CO2e)

552.19

Switzerland

(7.16.1) Scope 1 emissions (metric tons CO2e)

5.09

(7.16.2) Scope 2, location-based (metric tons CO2e)

54.45

(7.16.3) Scope 2, market-based (metric tons CO2e)

31.36

United Kingdom of Great Britain and Northern Ireland

(7.16.1) Scope 1 emissions (metric tons CO2e)

4811.46

(7.16.2) Scope 2, location-based (metric tons CO2e)

6743.82

(7.16.3) Scope 2, market-based (metric tons CO2e)

662.77

[Fixed row]

(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

Select all that apply

By facility

(7.17.2) Break down your total gross global Scope 1 emissions by business facility.**Row 1****(7.17.2.1) Facility**

Moreton in Marsh - Fire Service College

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1384

(7.17.2.3) Latitude

51.995

(7.17.2.4) Longitude

-1.68

Row 2

(7.17.2.1) Facility

Rotherham - Wath-upon-Deane - Ventura Park

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

725

(7.17.2.3) Latitude

53.501

(7.17.2.4) Longitude

-1.32

Row 3

(7.17.2.1) Facility

Preston Brook - Chester Road

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

594

(7.17.2.3) Latitude

53.317

(7.17.2.4) Longitude

-2.656

Row 4

(7.17.2.1) Facility

Leeds - Arlington Business Centre

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

405

(7.17.2.3) Latitude

53.761

(7.17.2.4) Longitude

-1.575

Row 5

(7.17.2.1) Facility

Glasgow - Skypark

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

143

(7.17.2.3) Latitude

55.86

(7.17.2.4) Longitude

-4.279

Row 6

(7.17.2.1) Facility

Newtownabbey - Hillview House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

142

(7.17.2.3) Latitude

54.684

(7.17.2.4) Longitude

-5.908

Row 7

(7.17.2.1) Facility

London - Copyright Building

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

93

(7.17.2.3) Latitude

51.5183

(7.17.2.4) Longitude

-0.1356

Row 8

(7.17.2.1) Facility

Preston - Tulketh Mill - Second Floor

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

82

(7.17.2.3) Latitude

53.772

(7.17.2.4) Longitude

-2.724

Row 9

(7.17.2.1) Facility

Mansfield - Lower Oakham Way

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

76

(7.17.2.3) Latitude

53.1281

(7.17.2.4) Longitude

-1.2161

Row 10

(7.17.2.1) Facility

Glasgow - 78 Queen Street

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

57

(7.17.2.3) Latitude

55.8597

(7.17.2.4) Longitude

-4.251

Row 11

(7.17.2.1) Facility

Belfast - Beacon House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

54

(7.17.2.3) Latitude

54.6054

(7.17.2.4) Longitude

-5.9206

Row 12

(7.17.2.1) Facility

Bulgaria - Plovdiv, 124 A Vasil Aprilov St

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

50

(7.17.2.3) Latitude

42.1555

(7.17.2.4) Longitude

24.7317

Row 13

(7.17.2.1) Facility

London - 10 Aldermanbury/Gresham St

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

43

(7.17.2.3) Latitude

51.5151

(7.17.2.4) Longitude

-0.0921

Row 14

(7.17.2.1) Facility

Germany - Krefeld - Nassauerring 39-41

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

43

(7.17.2.3) Latitude

51.3433

(7.17.2.4) Longitude

6.5589

Row 15

(7.17.2.1) Facility

Germany - Magdeburg - Nachtweide 82

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

41

(7.17.2.3) Latitude

52.1573

(7.17.2.4) Longitude

11.6442

Row 16

(7.17.2.1) Facility

Germany - Leipzig - Nonnenstrasse 37-39

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

37

(7.17.2.3) Latitude

51.3259

(7.17.2.4) Longitude

12.3379

Row 17

(7.17.2.1) Facility

Bournemouth - 100 Holdenhurst Road

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

35

(7.17.2.3) Latitude

50.724

(7.17.2.4) Longitude

-1.8638

Row 18

(7.17.2.1) Facility

Basingstoke - Viables 3

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

35

(7.17.2.3) Latitude

51.2485

(7.17.2.4) Longitude

-1.0915

Row 19

(7.17.2.1) Facility

Swindon - Tri Centre 2

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

34

(7.17.2.3) Latitude

51.5616

(7.17.2.4) Longitude

-1.7831

Row 20

(7.17.2.1) Facility

Coventry - Colonnade Point

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

32

(7.17.2.3) Latitude

52.4566

(7.17.2.4) Longitude

-1.5328

Row 21

(7.17.2.1) Facility

Sheffield - Townhead House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

25

(7.17.2.3) Latitude

53.383

(7.17.2.4) Longitude

-1.4659

Row 22

(7.17.2.1) Facility

Germany - Koeln - Sachenring

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

25

(7.17.2.3) Latitude

50.9286

(7.17.2.4) Longitude

6.9533

Row 23

(7.17.2.1) Facility

Germany - Saalfeld - Kelzstrasse

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

18

(7.17.2.3) Latitude

50.6418

(7.17.2.4) Longitude

11.3445

Row 24

(7.17.2.1) Facility

Middlesbrough - Borough Road

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

17

(7.17.2.3) Latitude

54.5749

(7.17.2.4) Longitude

-1.2342

Row 25

(7.17.2.1) Facility

Germany - Anklam - Markt 7

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

16

(7.17.2.3) Latitude

53.8555

(7.17.2.4) Longitude

13.6876

Row 26

(7.17.2.1) Facility

Germany - Cottbus - Ostrower Damm 20

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

15

(7.17.2.3) Latitude

51.7586

(7.17.2.4) Longitude

14.3386

Row 27

(7.17.2.1) Facility

Leeds - Hepworth House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

14

(7.17.2.3) Latitude

53.8031

(7.17.2.4) Longitude

-1.5386

Row 28

(7.17.2.1) Facility

Glasgow - Tannochside Park

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

12

(7.17.2.3) Latitude

55.8367

(7.17.2.4) Longitude

-4.0717

Row 29**(7.17.2.1) Facility**

Germany - Neubrandenburg

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

12

(7.17.2.3) Latitude

53.5678

(7.17.2.4) Longitude

13.2779

Row 30

(7.17.2.1) Facility

Birmingham - Gateway House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

10

(7.17.2.3) Latitude

52.4796

(7.17.2.4) Longitude

-1.8946

Row 31

(7.17.2.1) Facility

Exeter - Fountain House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

10

(7.17.2.3) Latitude

50.7167

(7.17.2.4) Longitude

-3.5333

Row 32

(7.17.2.1) Facility

Swansea - Clipper House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

10

(7.17.2.3) Latitude

51.6184

(7.17.2.4) Longitude

-3.939

Row 33

(7.17.2.1) Facility

Stafford - The Riverway Centre

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

9

(7.17.2.3) Latitude

52.8056

(7.17.2.4) Longitude

-2.1175

Row 34

(7.17.2.1) Facility

Germany-Mannheim - Kafertalerstrasse 190

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

9

(7.17.2.3) Latitude

49.4973

(7.17.2.4) Longitude

8.4924

Row 35

(7.17.2.1) Facility

Ireland - Bandon - Highfield House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

9

(7.17.2.3) Latitude

51.7417

(7.17.2.4) Longitude

-8.7356

Row 36

(7.17.2.1) Facility

Shrewsbury - Princess House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

8

(7.17.2.3) Latitude

52.7073

(7.17.2.4) Longitude

-2.7544

Row 37

(7.17.2.1) Facility

Carlisle - 94-96 English Street

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

8

(7.17.2.3) Latitude

54.8951

(7.17.2.4) Longitude

-2.9336

Row 38

(7.17.2.1) Facility

Loughborough - Southfield Rd, Charnwood LGS

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

8

(7.17.2.3) Latitude

52.7666

(7.17.2.4) Longitude

-1.2086

Row 39

(7.17.2.1) Facility

Linwood - Imperial Park

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

8

(7.17.2.3) Latitude

55.8425

(7.17.2.4) Longitude

-4.4977

Row 40

(7.17.2.1) Facility

Doncaster - Balby Carr Bank

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

7

(7.17.2.3) Latitude

53.5055

(7.17.2.4) Longitude

-1.1368

Row 41

(7.17.2.1) Facility

Wolverhampton - Queen Street

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

7

(7.17.2.3) Latitude

52.5855

(7.17.2.4) Longitude

-2.123

Row 42

(7.17.2.1) Facility

Cardiff - Windsor Place

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

6

(7.17.2.3) Latitude

51.4837

(7.17.2.4) Longitude

-3.171

Row 43

(7.17.2.1) Facility

Coventry - 60 Hertford Street

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

6

(7.17.2.3) Latitude

52.4075

(7.17.2.4) Longitude

-1.5106

Row 44

(7.17.2.1) Facility

Edinburgh - Spitfire House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

6

(7.17.2.3) Latitude

55.95184

(7.17.2.4) Longitude

-3.35071

Row 45

(7.17.2.1) Facility

Walsall - Lower Hall Lane

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

6

(7.17.2.3) Latitude

52.5843

(7.17.2.4) Longitude

-1.9812

Row 46

(7.17.2.1) Facility

Switzerland - Ecublens - VICTORIA HOUSE

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

5

(7.17.2.3) Latitude

46.531162

(7.17.2.4) Longitude

6.556439

Row 47

(7.17.2.1) Facility

Bulgaria - Sofia - Infinity Tower, ABC2

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

5

(7.17.2.3) Latitude

42.6649

(7.17.2.4) Longitude

23.3456

Row 48

(7.17.2.1) Facility

Hemel Hempstead - The Willows

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

5

(7.17.2.3) Latitude

51.7536

(7.17.2.4) Longitude

-0.4481

Row 49

(7.17.2.1) Facility

Germany - Halle - Kaiserslauterer Str. 7

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

4

(7.17.2.3) Latitude

51.4643

(7.17.2.4) Longitude

11.9402

Row 50

(7.17.2.1) Facility

Bellshill - Sandpiper Way

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

4

(7.17.2.3) Latitude

55.8311

(7.17.2.4) Longitude

-4.0438

Row 51

(7.17.2.1) Facility

Nottingham - Castle Heights, Maid Marian Way

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

4

(7.17.2.3) Latitude

52.9516

(7.17.2.4) Longitude

-1.1571

Row 52

(7.17.2.1) Facility

Ireland - Cork - Unit 30 Cork Airport Business Park

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

3

(7.17.2.3) Latitude

51.8417

(7.17.2.4) Longitude

-8.4911

Row 53

(7.17.2.1) Facility

Sunderland - Railway Row

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

3

(7.17.2.3) Latitude

54.9056

(7.17.2.4) Longitude

-1.3875

Row 54

(7.17.2.1) Facility

Swansea - Clipper House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

3

(7.17.2.3) Latitude

51.62

(7.17.2.4) Longitude

-3.9381

Row 55

(7.17.2.1) Facility

Dereham - Elizabeth House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

3

(7.17.2.3) Latitude

52.6811

(7.17.2.4) Longitude

0.9442

Row 56

(7.17.2.1) Facility

London - 2 Kingdom St

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

51.5194

(7.17.2.4) Longitude

-0.1807

Row 57

(7.17.2.1) Facility

Ringwood - Unit 3

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

50.8466

(7.17.2.4) Longitude

-1.7882

Row 58

(7.17.2.1) Facility

Southampton - 152 High Street

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

50.8997

(7.17.2.4) Longitude

-1.4032

Row 59

(7.17.2.1) Facility

South Africa - Maitland - 65-69 Voortrekker Road

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

8

(7.17.2.3) Latitude

33.9253

(7.17.2.4) Longitude

18.4894

Row 60

(7.17.2.1) Facility

South Africa - Mutual Park

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

15

(7.17.2.3) Latitude

33.928

(7.17.2.4) Longitude

18.511

Row 61

(7.17.2.1) Facility

Wisbech - Harbour Square

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

52.6645

(7.17.2.4) Longitude

0.1622

Row 62

(7.17.2.1) Facility

Nottingham - Discovery House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

52.9516

(7.17.2.4) Longitude

-1.1571

Row 63

(7.17.2.1) Facility

Cardiff - The Maltings

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

51.479984

(7.17.2.4) Longitude

-3.153403

Row 64

(7.17.2.1) Facility

Ringwood - Unit 2

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

2

(7.17.2.3) Latitude

50.8466

(7.17.2.4) Longitude

-1.7882

Row 65

(7.17.2.1) Facility

Derby - The Town House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

52.9223

(7.17.2.4) Longitude

-1.4761

Row 66

(7.17.2.1) Facility

Darlington - Lingfield Point - Unit 11b

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

54.5286

(7.17.2.4) Longitude

-1.5103

Row 67

(7.17.2.1) Facility

Merthyr Tydfil - Orbit Business Centre

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

51.7486

(7.17.2.4) Longitude

-3.3766

Row 68

(7.17.2.1) Facility

Leek - Britannia House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

53.1066

(7.17.2.4) Longitude

-2.0274

Row 69

(7.17.2.1) Facility

Nottingham - Discovery House

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

52.881

(7.17.2.4) Longitude

-1.1421

Row 70

(7.17.2.1) Facility

Bedford - Sims Centre

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

52.1346

(7.17.2.4) Longitude

-0.4262

Row 71

(7.17.2.1) Facility

Penryn - The Exchange

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

50.1692

(7.17.2.4) Longitude

-5.1071

Row 72

(7.17.2.1) Facility

Lancaster - The Gatehouse

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

54.047

(7.17.2.4) Longitude

-2.801

Row 73

(7.17.2.1) Facility

India - Pune - Magarpatta City Tower B1-SEZ

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

1

(7.17.2.3) Latitude

18.4913

(7.17.2.4) Longitude

73.9383

Row 74

(7.17.2.1) Facility

F Gas emissions from Cheltenham, Wolverhampton, Vauxhall Bridge Road, Corporation St

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

107

(7.17.2.3) Latitude

18.4913

(7.17.2.4) Longitude

73.9383

Row 75

(7.17.2.1) Facility

Fleet vehicles - these are not associated with a specific premises

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

565

(7.17.2.3) Latitude

18.4913

(7.17.2.4) Longitude

73.9383

[Add row]

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Select all that apply

By facility

(7.20.2) Break down your total gross global Scope 2 emissions by business facility.

Row 1

(7.20.2.1) Facility

India - Pune - Magarpatta City Tower B1-SEZ

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2723.87

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

41.35

Row 2

(7.20.2.1) Facility

Armagh - The Mall West

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.48

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 3

(7.20.2.1) Facility

Ballymena - 32 Thomas St

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.45

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 4

(7.20.2.1) Facility

Basingstoke - Viables 3

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

61.02

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 5

(7.20.2.1) Facility

Bedford - Sims Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

8.07

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

16.23

Row 6

(7.20.2.1) Facility

Belfast - Beacon House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

88.36

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 7

(7.20.2.1) Facility

Belfast - Linenhall Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.68

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 8

(7.20.2.1) Facility

Bellshill - Sandpiper Way

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

24.81

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 9

(7.20.2.1) Facility

Birmingham - 43-45 Corporation Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

17.54

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 10

(7.20.2.1) Facility

Birmingham - Faraday Wharf

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.01

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0.02

Row 11

(7.20.2.1) Facility

Birmingham - Gateway House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

15.13

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

30.44

Row 12

(7.20.2.1) Facility

Blackburn - One Cathedral Square

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

5.13

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

10.31

Row 13

(7.20.2.1) Facility

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

14.86

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 14

(7.20.2.1) Facility

Bournemouth - 100 Holdenhurst Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

52.47

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

105.55

Row 15

(7.20.2.1) Facility

Brighton - 120 Queens Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 16

(7.20.2.1) Facility

Bristol - Oxleigh House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.96

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 17

(7.20.2.1) Facility

Bristol - Wine Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

19.67

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 18

(7.20.2.1) Facility

Bulgaria - Megapark

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 19**(7.20.2.1) Facility**

Bulgaria - Plovdiv, 124 A Vasil Aprilov St

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

163.77

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

206.46

Row 20**(7.20.2.1) Facility**

Bulgaria - Sofia - Infinity Tower, ABC2

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

16.64

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

20.97

Row 21

(7.20.2.1) Facility

Bury St Edmunds - Equis House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

10.12

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 22

(7.20.2.1) Facility

Cardiff - Southgate House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

10.37

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 23

(7.20.2.1) Facility

Cardiff - The Maltings

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.48

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

4.99

Row 24

(7.20.2.1) Facility

Cardiff - Windsor Place

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

9.14

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

18.38

Row 25

(7.20.2.1) Facility

Carlisle - 94-96 English Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.96

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 26

(7.20.2.1) Facility

Carlisle – Abbey Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.23

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

2.49

Row 27

(7.20.2.1) Facility

Cheltenham - The Grange

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

10.98

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 28

(7.20.2.1) Facility

Coleraine - Stable Lane

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.24

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

4.5

Row 29

(7.20.2.1) Facility

Corsham - Data Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

762.4

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 30

(7.20.2.1) Facility

Coventry - 60 Hertford Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

5.55

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 31

(7.20.2.1) Facility

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

15.29

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 32

(7.20.2.1) Facility

Coventry - Tower Court, Foleshill Enterprise Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

25.79

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 33

(7.20.2.1) Facility

Crumlin - Largy Road, Unit C

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.14

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

6.32

Row 34

(7.20.2.1) Facility

Crumlin - Unit D 53 Largy Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.08

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 35

(7.20.2.1) Facility

Darlington - Faverdale Warehouses

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

51.7

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 36

(7.20.2.1) Facility

Darlington - Lingfield Point - Unit 11b

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

153.6

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 37**(7.20.2.1) Facility**

Darlington - Lingfield Point - Unit 17

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

104.91

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 38**(7.20.2.1) Facility**

Darlington - Unit 12 Lingfield Point

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

25.97

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 39

(7.20.2.1) Facility

Darwen - India Mill Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

78.64

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 40

(7.20.2.1) Facility

Derby - Aspire House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.49

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 41

(7.20.2.1) Facility

Derby - Prosperity House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.38

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 42

(7.20.2.1) Facility

Derby - The Town House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.17

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

4.37

Row 43

(7.20.2.1) Facility

Dereham - Elizabeth House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.82

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

7.69

Row 44

(7.20.2.1) Facility

Doncaster - Balby Carr Bank

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

17.55

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 45

(7.20.2.1) Facility

Dungannon - Castlefields

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.82

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 46

(7.20.2.1) Facility

Dungannon - Circular Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.67

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

7.38

Row 47

(7.20.2.1) Facility

Eastbourne - Greencoat House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.98

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 48

(7.20.2.1) Facility

Edinburgh - Morrison Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

39.91

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 49

(7.20.2.1) Facility

Edinburgh - Shandwick Place

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

8.43

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 50

(7.20.2.1) Facility

Edinburgh - Spitfire House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

8.68

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

17.47

Row 51

(7.20.2.1) Facility

Enniskillen - Broadmeadow Place

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.02

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

2.05

Row 52

(7.20.2.1) Facility

Enniskillen - Diamond House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.79

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 53

(7.20.2.1) Facility

Exeter - Dix's Field

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.02

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 54

(7.20.2.1) Facility

Exeter - Fountain House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

5.05

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 55**(7.20.2.1) Facility**

Farnborough - Cody Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

858.02

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 56**(7.20.2.1) Facility**

Germany - Neubrandenburg

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

32.16

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

69.09

Row 57

(7.20.2.1) Facility

Germany - Aachen - Krefelderstrasse 227

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

68.37

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

146.88

Row 58

(7.20.2.1) Facility

Germany - Anklam - Markt 7

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

55.27

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

118.74

Row 59

(7.20.2.1) Facility

Germany - Berlin Adlershof

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

13.2

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

28.37

Row 60

(7.20.2.1) Facility

Germany - Cottbus - Ostrower Damm 20

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

42.9

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

92.16

Row 61

(7.20.2.1) Facility

Germany - Erfurt - Europaplatz 5

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

64.86

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

139.34

Row 62

(7.20.2.1) Facility

Germany - Halle - Kaiserslauterer Str. 7

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

19.84

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

42.63

Row 63

(7.20.2.1) Facility

Germany - Kiel - Am Germaniahafen 1-7

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

69.76

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

149.87

Row 64

(7.20.2.1) Facility

Germany - Koeln - Sachenring

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

87.83

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

188.69

Row 65

(7.20.2.1) Facility

Germany - Krefeld - Nassauerring 39-41

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

106.97

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

229.82

Row 66

(7.20.2.1) Facility

Germany - Leipzig - Nonnenstrasse 37-39

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

65.76

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

141.28

Row 67

(7.20.2.1) Facility

Germany - Magdeburg - Nachtweide 82

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

42.9

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

92.16

Row 68

(7.20.2.1) Facility

Germany - Rostock - Herweghstrasse 20

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

48.04

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

103.21

Row 69

(7.20.2.1) Facility

Germany - Saalfeld - Kelzstrasse

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

9.09

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

19.53

Row 70

(7.20.2.1) Facility

Germany-Mannheim - Kafertalerstrasse 190

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

119.81

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

257.4

Row 71

(7.20.2.1) Facility

Glasgow - 78 Queen Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

5.95

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 72

(7.20.2.1) Facility

Glasgow - 82 Queen Street

200

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

6.74

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 73**(7.20.2.1) Facility**

Glasgow - Skypark

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

148.08

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 74**(7.20.2.1) Facility**

Glasgow - Tannochside Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

26.4

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 75

(7.20.2.1) Facility

Glasgow skypark - Level 2

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

5.87

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 76

(7.20.2.1) Facility

Glasgow Skypark - Level 6

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.23

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 77

(7.20.2.1) Facility

Hastings - Creative Media Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.66

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1.33

Row 78

(7.20.2.1) Facility

Heathrow - Moorbridge House, Padbury Oaks

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

6.77

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 79

(7.20.2.1) Facility

Hemel Hempstead - The Willows

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

14.94

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 80

(7.20.2.1) Facility

Huddersfield - Northern House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.5

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

5.03

Row 81

(7.20.2.1) Facility

India - Bangalore - Prestige Shanti Nikethan

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

109.54

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 82

(7.20.2.1) Facility

India - Mumbai - Vikhroli West - LSB Marg.

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

520.69

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 83

(7.20.2.1) Facility

India - Pune - Cyber City

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

263.16

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 84

(7.20.2.1) Facility

Inverness - 3 Bridge Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

7.79

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 85

(7.20.2.1) Facility

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

18.49

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

30.76

Row 86

(7.20.2.1) Facility

Ireland - Clonakilty - Unit B, West Cork Technology Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

102.81

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

171

Row 87

(7.20.2.1) Facility

Ireland - Cork - Unit 30 Cork Airport Business Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.62

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 88

(7.20.2.1) Facility

Ireland - Dublin - Oak House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.8

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1.33

Row 89

(7.20.2.1) Facility

Ireland - Little Island - Eastgate Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

40.2

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

66.86

Row 90

(7.20.2.1) Facility

Lancaster - The Gatehouse

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.03

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

2.08

Row 91**(7.20.2.1) Facility**

Leeds - Arlington Business Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

338.35

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 92**(7.20.2.1) Facility**

Leeds - Hepworth House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

166.17

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 93

(7.20.2.1) Facility

Leek - Britannia House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

37.46

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 94

(7.20.2.1) Facility

Leicester - St Georges House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

8.05

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 95

(7.20.2.1) Facility

Lincoln - Greetwell Place

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.11

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0.22

Row 96

(7.20.2.1) Facility

Linwood - Imperial Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

21.29

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 97

(7.20.2.1) Facility

Liverpool - 14 North John Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.66

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 98

(7.20.2.1) Facility

Liverpool - Nexus House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

11.1

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 99

(7.20.2.1) Facility

London - 2 Kingdom St

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.63

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 100

(7.20.2.1) Facility

London - 10 Aldermanbury/Gresham St

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

72.4

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 101

(7.20.2.1) Facility

London - Copyright Building

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

371.03

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 102

(7.20.2.1) Facility

London - Ibex House DCC

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

27.66

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 103

(7.20.2.1) Facility

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.14

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0.28

Row 104

(7.20.2.1) Facility

London - Vauxhall Bridge Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.57

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 105

(7.20.2.1) Facility

Londonderry - Timber Quay

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.6

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

3.21

Row 106

(7.20.2.1) Facility

Londonderry - Unit3&4 Timber Quay

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.98

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 107

(7.20.2.1) Facility

Loughborough - Southfield Rd, Charnwood LGS

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

11.44

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

23.01

Row 108

(7.20.2.1) Facility

Loughborough - Woodgate Chambers

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.04

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0.09

Row 109**(7.20.2.1) Facility**

Manchester - Albion Wharf

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

6.92

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 110**(7.20.2.1) Facility**

Manchester - Broadhurst House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

37.32

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 111

(7.20.2.1) Facility

Manchester - Lee House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

40.71

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 112

(7.20.2.1) Facility

Manchester - Venus Building

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

53.83

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 113

(7.20.2.1) Facility

Mansfield - Lower Oakham Way

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

346.02

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 114

(7.20.2.1) Facility

Merthyr Tydfil - Orbit Business Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.67

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

3.37

Row 115

(7.20.2.1) Facility

Middlesbrough - Borough Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

7.64

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 116

(7.20.2.1) Facility

Milton Keynes - Medina House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.39

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 117

(7.20.2.1) Facility

Moreton in Marsh - Fire Service College

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

440.92

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 118

(7.20.2.1) Facility

Newry - Health Village

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.23

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 119

(7.20.2.1) Facility

Newry - The Foundry, Drumalane Mill

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.1

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

4.23

Row 120

(7.20.2.1) Facility

Newtownabbey - Hillview House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

413.11

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 121

(7.20.2.1) Facility

Northampton - Charles House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.56

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 122

(7.20.2.1) Facility

Northampton - The Parade

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.23

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 123

(7.20.2.1) Facility

Nottingham - Castle Heights, Maid Marian Way

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.58

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

7.21

Row 124

(7.20.2.1) Facility

Nottingham - Discovery House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

23.9

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 125

(7.20.2.1) Facility

Nottingham - Wheeler Gate

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

4.84

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 126

(7.20.2.1) Facility

Omagh - Anderson House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.22

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 127**(7.20.2.1) Facility**

Omagh - Omagh Enterprise Company

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.2

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0.41

Row 128**(7.20.2.1) Facility**

Penryn - The Exchange

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.89

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1.79

Row 129

(7.20.2.1) Facility

Plymouth - Portland Mews, Plymouth University

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.76

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1.54

Row 130

(7.20.2.1) Facility

Plymouth - The Money Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

28.2

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 131

(7.20.2.1) Facility

Plymouth - The Range

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.37

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

2.76

Row 132

(7.20.2.1) Facility

Poland - Krakow - Centrum Biurowe Lubicz

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

94.62

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

111.55

Row 133

(7.20.2.1) Facility

Poland - Lodz Loftmill Office

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

56.68

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

66.82

Row 134

(7.20.2.1) Facility

Poland - Opole

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

80.91

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

95.38

Row 135

(7.20.2.1) Facility

Portadown - The Exchange

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.89

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 136

(7.20.2.1) Facility

Preston - Tulketh Mill - Second Floor

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.71

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 137

(7.20.2.1) Facility

Preston Brook - Chester Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

457.91

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 138

(7.20.2.1) Facility

Reading - Reading Bridge House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

73.61

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 139

(7.20.2.1) Facility

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

9.35

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 140

(7.20.2.1) Facility

Ringwood - Unit 2

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

4.01

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 141

(7.20.2.1) Facility

Ringwood - Unit 3

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

4.34

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 142

(7.20.2.1) Facility

Rotherham - Wath-upon-Deane - Ventura Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

529.54

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 143

(7.20.2.1) Facility

Salisbury - Butcher Row

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

8.36

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 144

(7.20.2.1) Facility

Sheffield - Hartshead House, Cutlers Gate

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

110.28

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 145**(7.20.2.1) Facility**

Sheffield - Townhead House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

5.79

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 146**(7.20.2.1) Facility**

Shrewsbury - Princess House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.26

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

6.56

Row 147

(7.20.2.1) Facility

South Africa – Cape Town – The Atrium

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

259.37

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

260.98

Row 148

(7.20.2.1) Facility

South Africa - Cape Town - Union Castle Building

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

463.92

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

175.6

Row 149

(7.20.2.1) Facility

South Africa - Durban - La Lucia Office Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

21.4

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 150

(7.20.2.1) Facility

South Africa - Maitland - 65-69 Voortrekker Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

778.34

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 151

(7.20.2.1) Facility

South Africa - Mutual Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

674.77

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 152

(7.20.2.1) Facility

Southampton - 152 High Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.36

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 153

(7.20.2.1) Facility

Southampton - Acorn Business Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.3

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0.61

Row 154

(7.20.2.1) Facility

Stafford - Edric Place

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

12.26

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

24.67

Row 155

(7.20.2.1) Facility

Stafford - The Riverway Centre

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

83.54

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 156

(7.20.2.1) Facility

Stockport - 16 Grand Central Park

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.49

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 157

(7.20.2.1) Facility

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.12

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 158

(7.20.2.1) Facility

Sunderland - Railway Row

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

4.13

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

8.32

Row 159

(7.20.2.1) Facility

Swansea - Clipper House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.32

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 160

(7.20.2.1) Facility

Swansea - Frigate House

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.56

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 161

(7.20.2.1) Facility

Swindon - Commercial Road

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.83

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 162

(7.20.2.1) Facility

Swindon - Tri Centre 2

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

50.59

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

101.79

Row 163**(7.20.2.1) Facility**

Switzerland - Ecublens - VICTORIA HOUSE

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.88

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 164**(7.20.2.1) Facility**

Switzerland - Schaffhausen - Mühlentalst

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.05

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 165

(7.20.2.1) Facility

Switzerland - Taegerwilen - Konstanzerstr

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

14.53

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 166

(7.20.2.1) Facility

Switzerland - Zurich - Hardturmstrasse 1

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.62

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 167

(7.20.2.1) Facility

Walsall - Lower Hall Lane

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1.02

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 168

(7.20.2.1) Facility

Wisbech - Harbour Square

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

2.81

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

5.66

Row 169

(7.20.2.1) Facility

Wolverhampton - Queen Street

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.64

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 170

(7.20.2.1) Facility

Wolverhampton - Stafford Court

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

0.11

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 171

(7.20.2.1) Facility

York - Micklegate

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3.53

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

[Add row]

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Consolidated accounting group

(7.22.1) Scope 1 emissions (metric tons CO2e)

5150

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

16010

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

4076

(7.22.4) Please explain

All Capita entities fall into the consolidated accounting group and so all emissions are applicable here

All other entities

(7.22.1) Scope 1 emissions (metric tons CO2e)

0

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

0

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

0

(7.22.4) Please explain

All entities are included in consolidated accounting group

[Fixed row]

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Select from:

No

(7.27) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Row 1

(7.27.1) Allocation challenges

Select from:

Diversity of product lines makes accurately accounting for each product/product line cost ineffective

(7.27.2) Please explain what would help you overcome these challenges

Capita delivers a wide range of services—from digital transformation and customer management to health assessments and infrastructure support—across multiple sectors and geographies. This diversity makes it difficult to apply a uniform emissions allocation methodology. Capita's low carbon transition plan will note how the business is working towards providing service-specific emissions data, but this remains a work in progress. *What Is Helping Capita Overcome These Challenges* Capita is already aligned with internationally recognised standards, including the GHG Protocol Corporate Standard, and continues to strengthen its approach to emissions allocation through the following actions: 1. *Building on a Strong Foundation* Capita's existing Group-level emissions reporting, which includes Scope 1, 2, and 3 emissions, provides a robust baseline. This foundation enables the business to explore more granular allocation approaches in a structured and credible way. 2. *Investing in Digital Capabilities* The business is actively exploring opportunities to enhance emissions tracking through digital tooling and automation. These capabilities will support more detailed emissions insights at the service or contract level, improving transparency for customers. 3. *Enhancing Internal Methodologies* Capita is developing internal methodologies that build on the GHG Protocol and are tailored to the diversity of its operations. These approaches aim to balance accuracy with practicality, ensuring emissions data remains meaningful and actionable across a wide range of services. 4. *Collaborating with Customers* Capita recognises that emissions transparency is increasingly important to its clients. The business is engaging with customers to understand their reporting needs and co-develop solutions that align with shared sustainability goals. 5. *Integrating Sustainability into Operations* Efforts are underway to embed emissions tracking into operational and financial systems. This integration will streamline data collection and support Capita's broader ESG commitments, including its net zero ambition.

Row 2

(7.27.1) Allocation challenges

Select from:

Customer base is too large and diverse to accurately track emissions to the customer level

(7.27.2) Please explain what would help you overcome these challenges

Capita serves hundreds of clients across both public and private sectors, each with different contract structures, service levels, and reporting expectations. This scale and heterogeneity make it impractical to track and allocate emissions at the individual customer level without significant investment in systems and processes. **What Is Helping Capita Overcome These Challenges** Capita is already aligned with internationally recognised standards, including the GHG Protocol Corporate Standard, and continues to strengthen its approach to emissions allocation through the following actions:

1. **Building on a Strong Foundation** Capita's existing Group-level emissions reporting, which includes Scope 1, 2, and 3 emissions, provides a robust baseline. This foundation enables the business to explore more granular allocation approaches in a structured and credible way.
2. **Investing in Digital Capabilities** The business is actively exploring opportunities to enhance emissions tracking through digital tooling and automation. These capabilities will support more detailed emissions insights at the service or contract level, improving transparency for customers.
3. **Enhancing Internal Methodologies** Capita is developing internal methodologies that build on the GHG Protocol and are tailored to the diversity of its operations. These approaches aim to balance accuracy with practicality, ensuring emissions data remains meaningful and actionable across a wide range of services.
4. **Collaborating with Customers** Capita recognises that emissions transparency is increasingly important to its clients. The business is engaging with customers to understand their reporting needs and co-develop solutions that align with shared sustainability goals.
5. **Integrating Sustainability into Operations** Efforts are underway to embed emissions tracking into operational and financial systems. This integration will streamline data collection and support Capita's broader ESG commitments, including its net zero ambition.

[Add row]

(7.28) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

(7.28.1) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Select from:

Yes

(7.28.2) Describe how you plan to develop your capabilities

Capita is committed to enhancing its ability to allocate emissions to customers in a way that is transparent, efficient, and aligned with international best practice. While we already report emissions in accordance with the GHG Protocol Corporate Standard, we recognise the growing need for more granular, contract-level emissions data—particularly in response to evolving customer expectations and regulatory requirements such as the Corporate Sustainability Reporting Directive (CSRD). To meet this need, Capita is actively investing in digital innovation and data infrastructure. Our development roadmap includes:

- Leveraging AI to Automate Emissions Allocation** We are exploring the use of AI agents to link existing emissions data—such as electricity, gas, business travel, and purchased goods and services—to cost centres, contracts, and service lines. This would allow teams across the business to query emissions data by customer, function, geography, or emission type, enabling faster and more accurate responses to customer requests.
- Supporting EU Entity Compliance** Our EU operations are prioritising readiness for CSRD, which requires entity-specific emissions disclosures. We are developing systems that can isolate and report emissions data for EU entities, ensuring compliance and supporting our clients in meeting their own regulatory obligations.
- Improving Data Accessibility and Efficiency** By automating emissions reporting and reducing manual

processes, we aim to improve internal efficiency and reduce the cost and time required to generate customer-specific data. This will also reduce duplication of effort across business units and ensure the consistency of data shared externally. Enhancing Customer Experience Ultimately, these developments will enable Capita to provide customers with the emissions insights they increasingly expect—whether for procurement, reporting, or sustainability planning—while reinforcing our commitment to transparency and innovation.

[Fixed row]

(7.29) What percentage of your total operational spend in the reporting year was on energy?

Select from:

More than 0% but less than or equal to 5%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Consumption of purchased or acquired electricity	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Consumption of purchased or acquired heat	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Consumption of purchased or acquired steam	<i>Select from:</i> <input checked="" type="checkbox"/> No
Consumption of purchased or acquired cooling	<i>Select from:</i> <input checked="" type="checkbox"/> No
Generation of electricity, heat, steam, or cooling	<i>Select from:</i> <input checked="" type="checkbox"/> No

[Fixed row]

(7.30.1) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)

(7.30.1.1) Heating value

Select from:

LHV (lower heating value)

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

27931

(7.30.1.4) Total (renewable + non-renewable) MWh

27931.00

Consumption of purchased or acquired electricity

(7.30.1.1) Heating value

Select from:

Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

30927

(7.30.1.3) MWh from non-renewable sources

14292

(7.30.1.4) Total (renewable + non-renewable) MWh

45219.00

Consumption of purchased or acquired heat

(7.30.1.1) Heating value

Select from:

Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

1470

(7.30.1.4) Total (renewable + non-renewable) MWh

1470.00

Total energy consumption

(7.30.1.1) Heating value

Select from:

Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

30944

(7.30.1.3) MWh from non-renewable sources

43693

(7.30.1.4) Total (renewable + non-renewable) MWh

74637.00

[Fixed row]

(7.30.6) Select the applications of your organization's consumption of fuel.

Indicate whether your organization undertakes this fuel application	
Consumption of fuel for the generation of electricity	Select from: <input checked="" type="checkbox"/> No
Consumption of fuel for the generation of heat	Select from: <input checked="" type="checkbox"/> Yes
Consumption of fuel for the generation of steam	Select from: <input checked="" type="checkbox"/> No
Consumption of fuel for the generation of cooling	Select from: <input checked="" type="checkbox"/> Yes
Consumption of fuel for co-generation or tri-generation	Select from: <input checked="" type="checkbox"/> Yes

[Fixed row]

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

(7.30.7.1) Heating value

Select from:

- Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Sustainable biomass not consumed in 2024

Other biomass

(7.30.7.1) Heating value

Select from:

- Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Other biomass not consumed in 2024

Other renewable fuels (e.g. renewable hydrogen)

(7.30.7.1) Heating value

Select from:

Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Other renewable fuels not consumed in 2024

Coal

(7.30.7.1) Heating value

Select from:

Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Coal not consumed in 2024

Oil

(7.30.7.1) Heating value

Select from:

LHV

(7.30.7.2) Total fuel MWh consumed by the organization

207

(7.30.7.4) MWh fuel consumed for self-generation of heat

207

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Oil consumption for 2024 used in back up generators

Gas

(7.30.7.1) Heating value

Select from:

LHV

(7.30.7.2) Total fuel MWh consumed by the organization

22078

(7.30.7.4) MWh fuel consumed for self-generation of heat

22078

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Gas consumption 2024

Other non-renewable fuels (e.g. non-renewable hydrogen)

(7.30.7.1) Heating value

Select from:

Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

None applicable 2024

Total fuel

(7.30.7.1) Heating value

Select from:

LHV

(7.30.7.2) Total fuel MWh consumed by the organization

22285

(7.30.7.4) MWh fuel consumed for self-generation of heat

22285

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

*Total fuel 2024
[Fixed row]*

(7.30.14) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in 7.7.

Row 1

(7.30.14.1) Country/area

Select from:

- United Kingdom of Great Britain and Northern Ireland

(7.30.14.2) Sourcing method

Select from:

- Retail supply contract with an electricity supplier (retail green electricity)

(7.30.14.3) Energy carrier

Select from:

- Electricity

(7.30.14.4) Low-carbon technology type

Select from:

- Solar

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

30769

(7.30.14.6) Tracking instrument used

Select from:

- Contract

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

- United Kingdom of Great Britain and Northern Ireland

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

- Yes

(7.30.14.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2023

(7.30.14.10) Comment

Capita have an energy contract with Drax, valid up to 2026. The agreement states that 100% of the electricity supplied under the contract will be from renewable source generation. Symonds Farm Power Ltd, England.

Row 2

(7.30.14.1) Country/area

Select from:

- India

(7.30.14.2) Sourcing method

Select from:

- Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

- Electricity

(7.30.14.4) Low-carbon technology type

Select from:

- Large hydropower (>25 MW)

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

5731

(7.30.14.6) Tracking instrument used

Select from:

- I-REC

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

- India

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

- Yes

(7.30.14.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2003

(7.30.14.10) Comment

International renewable energy certificate from EKI Energy Services Ltd. Production device details: 1500MW Large Scale Jhakri Hydroelectric Station by SJVN Ltd

Row 3

(7.30.14.1) Country/area

Select from:

South Africa

(7.30.14.2) Sourcing method

Select from:

Unbundled procurement of energy attribute certificates (EACs)

(7.30.14.3) Energy carrier

Select from:

Electricity

(7.30.14.4) Low-carbon technology type

Select from:

Sustainable biomass

(7.30.14.5) Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

2132

(7.30.14.6) Tracking instrument used

Select from:

I-REC

(7.30.14.7) Country/area of origin (generation) of the low-carbon energy or energy attribute

Select from:

South Africa

(7.30.14.8) Are you able to report the commissioning or re-powering year of the energy generation facility?

Select from:

No

(7.30.14.10) Comment

International renewable energy certificate owner of facility RCL Sugar Milling (Pty) Ltd.

[Add row]

(7.30.16) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

Bulgaria

(7.30.16.1) Consumption of purchased electricity (MWh)

398

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

398.00

Germany

(7.30.16.1) Consumption of purchased electricity (MWh)

2229

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

1108

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

3337.00

India

(7.30.16.1) Consumption of purchased electricity (MWh)

5776

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

5776.00

Ireland

(7.30.16.1) Consumption of purchased electricity (MWh)

522

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

522.00

Poland

(7.30.16.1) Consumption of purchased electricity (MWh)

328

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

328.00

South Africa

(7.30.16.1) Consumption of purchased electricity (MWh)

2841

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

2841.00

Switzerland

260

(7.30.16.1) Consumption of purchased electricity (MWh)

975

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

174

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

1149.00

United Kingdom of Great Britain and Northern Ireland**(7.30.16.1) Consumption of purchased electricity (MWh)**

32152

(7.30.16.2) Consumption of self-generated electricity (MWh)

17415

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

188

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

49755.00
[Fixed row]

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Row 1

(7.45.1) Intensity figure

3.8

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

9226

(7.45.3) Metric denominator

Select from:

unit total revenue

(7.45.4) Metric denominator: Unit total

2421600000

(7.45.5) Scope 2 figure used

Select from:

Market-based

(7.45.6) % change from previous year

32.14

(7.45.7) Direction of change

Select from:

Decreased

(7.45.8) Reasons for change

Select all that apply

- Other emissions reduction activities
- Change in physical operating conditions
- Other, please specify :We ceased operations from a building previously owned and directly managed by Capita, and this site is now leased to another business. As a result, the associated emissions are no longer included in our Scope 1 reporting and are instead accounted for under Scope 3.

(7.45.9) Please explain

In 2024, Capita significantly reduced its carbon intensity, achieving a decrease from 5.6 tCO₂e to 3.8 tCO₂e per £1m revenue. This improvement reflects the cumulative impact of several targeted decarbonisation initiatives across our operations: Fleet emissions were reduced by 722 tCO₂e through continued investment in low-carbon transport, including the installation of 34 EV chargers across seven locations and a policy shift to offer only hybrid or electric vehicles for new orders. A property footprint optimisation project led to a reduction of 3,159,250 kWh in non-renewable electricity consumption, equating to 1,811 tCO₂e in avoided emissions. This was achieved by consolidating office space and aligning our estate with business needs. Scope 1 emissions decreased by 5,248 tCO₂e following the strategic decision to cease operations in a previously owned building, now leased to another business. Emissions from this site are now reported under Scope 3, in line with operational control boundaries. While there was no change in emissions from renewable electricity consumption, we continue to prioritise the purchase of 100% renewable energy wherever available, reinforcing our commitment to low-carbon sourcing. These reductions demonstrate Capita's proactive approach to managing environmental impact and reflect the effectiveness of our low carbon transition strategy in driving measurable progress.

[Add row]

(7.53) Did you have an emissions target that was active in the reporting year?

Select all that apply

Absolute target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Row 1

(7.53.1.1) Target reference number

Select from:

- Abs 1

(7.53.1.2) Is this a science-based target?

Select from:

- Yes, we consider this a science-based target, and the target is currently being reviewed by the Science Based Targets initiative

(7.53.1.4) Target ambition

Select from:

- 1.5°C aligned

(7.53.1.5) Date target was set

01/01/2024

(7.53.1.6) Target coverage

Select from:

- Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

- Carbon dioxide (CO2)

(7.53.1.8) Scopes

Select all that apply

- Scope 1
- Scope 2
- Scope 3

(7.53.1.9) Scope 2 accounting method

Select from:

- Market-based

(7.53.1.10) Scope 3 categories

Select all that apply

- Scope 3, Category 6 – Business travel

(7.53.1.11) End date of base year

12/31/2019

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

18960

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

27651

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

30823

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

30823.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

77434.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

8

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2030

(7.53.1.55) Targeted reduction from base year (%)

46.2

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

41659.492

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

5150

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

4076

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

5154

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

5154.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

14380.000

(7.53.1.78) Land-related emissions covered by target

Select from:

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

176.25

(7.53.1.80) Target status in reporting year

Select from:

(7.53.1.81) Explain the reasons for the revision, replacement, or retirement of the target

Capita revised its net zero target from 2035 to 2045 to align its long-term ambition with a more credible and achievable decarbonisation pathway, particularly in relation to Scope 3 emissions. While Capita had originally set an ambitious 2035 target, internal analysis showed that approximately 80% of its total emissions fall within Scope 3, primarily from its supply chain. Given the limited ability to influence supplier decarbonisation at the pace required to meet the 2035 goal, the company recognised that achieving a 90% reduction in these emissions by that date was unlikely. The revised 2045 target remains science-based and has been approved by the Science Based Targets initiative (SBTi). It reflects a more realistic trajectory that still demonstrates strong climate ambition.

(7.53.1.82) Explain target coverage and identify any exclusions

This target is company-wide and covers 100% of both our Scope 1 and 2 emissions and scope 3 category 6, (Business travel). It does not cover any land-related emissions.

(7.53.1.83) Target objective

The objective of Capita PLC's near-term emissions reduction targets is to align the organisation's operational and business travel emissions with a 1.5°C decarbonisation pathway, as defined by the Science Based Targets initiative (SBTi). These targets are designed to drive meaningful and measurable reductions in greenhouse gas (GHG) emissions across Capita's direct operations and business travel footprint by 2030, using 2019 as the base year. Specifically, Capita commits to: Reduce absolute Scope 1 and 2 GHG emissions by 46.2% by 2030. Reduce absolute Scope 3 GHG emissions from business travel by 46.2% within the same timeframe. These targets are part of Capita's broader climate strategy to reach net zero GHG emissions across the value chain by 2045. The near-term targets serve as a critical milestone in this journey, ensuring that immediate and sustained action is taken to decarbonise the company's operations in line with the most ambitious goal of the Paris Agreement. Capita's overarching objective is to embed decarbonisation at every level of the organisation, reduce emissions by 90% by 2045, and neutralise any residual emissions in accordance with SBTi criteria to achieve full net zero.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Capita PLC has adopted a phased, science-based approach to achieving its near-term emissions reduction targets, which aim to reduce absolute Scope 1 and 2 GHG emissions by 46.2% and Scope 3 business travel emissions by 46.2% by 2030, from a 2019 base year. These targets are aligned with a 1.5°C trajectory and have been approved by the Science Based Targets initiative (SBTi). The plan is structured around three key milestones: Milestone 1 – Operational Net Zero by 2030: Focused on eliminating emissions from energy use in buildings and facilities, including heating, cooling, and fleet operations. This includes transitioning to renewable electricity, improving energy efficiency, and phasing out fossil fuel-based heating systems. Milestone 2 – Operational and Business Travel Net Zero by 2035: Extends decarbonisation efforts to business travel by promoting virtual collaboration, optimising travel policies, and encouraging low-carbon transport options. Milestone 3 – Full Net Zero by 2045: Targets the entire value chain, including Scope 3 categories such as purchased goods and services. Capita is working to ensure that 50% of its suppliers by spend have science-based targets in place by 2025. These milestones are supported by a robust governance framework, internal carbon reporting, and integration of environmental performance into business decision-making. Progress Made to the End of the Reporting Year As of the end of 2024, Capita has made significant progress toward its 2030 targets: Scope 1 and 2 emissions have been reduced by 80% from the 2019 baseline, primarily through energy efficiency

measures, estate rationalisation, and a shift to renewable electricity. Scope 3 business travel emissions have decreased by 74% from the 2019 baseline, driven by reduced travel demand, increased use of virtual meetings, and improved travel management. Overall emissions across Scope 1, 2, and 3 (including business travel) have been reduced by 43% from the 2019 baseline. These achievements reflect Capita's commitment to embedding decarbonisation across its operations and supply chain, and demonstrate strong momentum toward its 2030 and 2045 climate goals.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

No

Row 2

(7.53.1.1) Target reference number

Select from:

Abs 2

(7.53.1.2) Is this a science-based target?

Select from:

Yes, we consider this a science-based target, and the target is currently being reviewed by the Science Based Targets initiative

(7.53.1.4) Target ambition

Select from:

1.5°C aligned

(7.53.1.5) Date target was set

01/01/2024

(7.53.1.6) Target coverage

Select from:

Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

- Carbon dioxide (CO₂)

(7.53.1.8) Scopes

Select all that apply

- Scope 1
- Scope 2
- Scope 3

(7.53.1.9) Scope 2 accounting method

Select from:

- Market-based

(7.53.1.10) Scope 3 categories

Select all that apply

- Scope 3, Category 14 – Franchises
- Scope 3, Category 15 – Investments
- Scope 3, Category 2 – Capital goods
- Scope 3, Category 6 – Business travel
- Scope 3, Category 7 – Employee commuting
- Scope 3, Category 5 – Waste generated in operations
- Scope 3, Category 12 – End-of-life treatment of sold products
- Scope 3, Category 4 – Upstream transportation and distribution
- Scope 3, Category 9 – Downstream transportation and distribution
- Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)
- Scope 3, Category 11 – Use of sold products
- Scope 3, Category 8 - Upstream leased assets
- Scope 3, Category 13 – Downstream leased assets
- Scope 3, Category 1 – Purchased goods and services
- Scope 3, Category 10 – Processing of sold products

(7.53.1.11) End date of base year

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

18960

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

27651

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

196330

(7.53.1.15) Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

106646

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

10874

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

2893

(7.53.1.18) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

58

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

30823

(7.53.1.20) Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

7147

(7.53.1.21) Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

0

(7.53.1.22) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

25302

(7.53.1.23) Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)

0

(7.53.1.24) Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

159

(7.53.1.25) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

0

(7.53.1.26) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

0

(7.53.1.27) Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

0

(7.53.1.28) Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

0

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

380232.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

426843.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

100

(7.53.1.36) Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

100

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

100

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

100

(7.53.1.39) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

100

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

(7.53.1.41) Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

100

(7.53.1.42) Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

100

(7.53.1.43) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

100

(7.53.1.44) Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

100

(7.53.1.45) Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

100

(7.53.1.46) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

100

(7.53.1.47) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

100

(7.53.1.48) Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

100

(7.53.1.49) Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2045

(7.53.1.55) Targeted reduction from base year (%)

90

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

42684.300

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

5150

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

4076

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

117235

(7.53.1.60) Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

11133

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

7405

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO₂e)

14343

(7.53.1.63) Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO₂e)

76

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO₂e)

5154

(7.53.1.65) Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO₂e)

5573

(7.53.1.66) Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO₂e)

0

(7.53.1.67) Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO₂e)

22233

(7.53.1.68) Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO₂e)

0

(7.53.1.69) Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO₂e)

0

(7.53.1.70) Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

0

(7.53.1.71) Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

8219

(7.53.1.72) Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

0

(7.53.1.73) Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

0

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

191371.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

200597.000

(7.53.1.78) Land-related emissions covered by target

Select from:

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

58.89

(7.53.1.80) Target status in reporting year

Select from:

Revised

(7.53.1.81) Explain the reasons for the revision, replacement, or retirement of the target

Capita revised its net zero target from 2035 to 2045 to align its long-term ambition with a more credible and achievable decarbonisation pathway, particularly in relation to Scope 3 emissions. While Capita had originally set an ambitious 2035 target, internal analysis showed that approximately 80% of its total emissions fall within Scope 3, primarily from its supply chain. Given the limited ability to influence supplier decarbonisation at the pace required to meet the 2035 goal, the company recognised that achieving a 90% reduction in these emissions by that date was unlikely. The revised 2045 target remains science-based and, in 2025, has been approved by the Science Based Targets initiative (SBTi). It reflects a more realistic trajectory that still demonstrates strong climate ambition.

(7.53.1.82) Explain target coverage and identify any exclusions

Target Coverage and Exclusions Capita PLC's long-term net zero target is to reduce absolute Scope 1, 2, and 3 greenhouse gas (GHG) emissions by 90% by 2045 from a 2019 base year. This target has been approved by the Science Based Targets initiative (SBTi) in 2025, and is aligned with a 1.5°C mitigation pathway. The target covers: 100% of Scope 1 and 2 emissions under Capita's operational control. These include emissions from energy use in buildings, fleet vehicles, and refrigerants, as well as operational emissions from the Fire Service College. All relevant Scope 3 categories. **Exclusions:** There are no material exclusions from the long-term target boundary. Capita has confirmed to SBTi that all relevant Scope 3 categories are included in the inventory. Capita's target language was updated during the SBTi validation process to disaggregate Scope 1+2 and Scope 3 targets for clarity and to ensure compliance with SBTi's Net-Zero Standard. The company's first low carbon transition plan, which will provide further detail on decarbonisation actions across all scopes, is expected to be published in 2025.

(7.53.1.83) Target objective

Target Objective The objective of Capita PLC's long-term target is to achieve full value chain decarbonisation in line with the Science Based Targets initiative (SBTi) Net-Zero Standard. Specifically, Capita commits to reduce absolute Scope 1, 2, and 3 greenhouse gas (GHG) emissions by 90% by 2045 from a 2019 base year. This target reflects Capita's ambition to: Align with a 1.5°C mitigation pathway, consistent with the most ambitious goal of the Paris Agreement. Deliver deep emissions reductions across all scopes, including operational emissions (Scopes 1 and 2) and value chain emissions (Scope 3), which represent the majority of Capita's carbon footprint. Support a just and credible transition to net zero, by embedding decarbonisation into procurement, operations, and service delivery. Neutralise residual emissions through high-quality carbon removals, in line with SBTi guidance, once the 90% reduction threshold is achieved. This long-term objective complements Capita's near-term targets and forms part of a broader climate strategy that includes supplier engagement, internal carbon pricing, and the publication of a low carbon transition plan in 2025.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Capita PLC's long-term target is to reduce absolute Scope 1, 2, and 3 GHG emissions by 90% by 2045 from a 2019 base year. This target is aligned with the SBTi Net-Zero Standard and reflects Capita's commitment to a science-based, just transition. The plan is structured around five strategic pillars: Operational Decarbonisation: Capita aims to eliminate Scope 1 and 2 emissions by 2030 through transitioning to 100% renewable electricity, phasing out fossil fuel heating, rationalising office space, improving energy efficiency, electrifying its fleet, and reducing refrigerant leakage. Business Travel: By 2035, emissions from business travel will be eliminated through hybrid working, virtual collaboration, and low-carbon travel options. Supply Chain Engagement: Capita's largest emissions source is its supply chain. By 2025, 50% of suppliers by spend will have science-based targets. Procurement processes will integrate climate criteria, and supplier collaboration will focus on reducing embodied carbon. Digital and Cloud Strategy: Capita is migrating services to energy-efficient cloud infrastructure powered by renewable energy. Environmental impacts of AI and data processing are being addressed through supplier controls and circular economy principles. People, Culture and Governance: Climate action is embedded through carbon literacy training, Net Zero Representatives in every function, and monthly reporting to the Executive Team. A full Low Carbon Transition Plan will be published in 2025. Progress to End of 2024: Scope 1 and 2 (market-based) emissions reduced from 46,611 tCO₂e in 2019 to 9,226 tCO₂e in 2024 (↓80.2%). Scope 3 emissions reduced from 380,231 tCO₂e to 199,316 tCO₂e (↓47.6%), with major reductions in: Purchased goods and services: ↓40.3% Capital goods: ↓89.6% Business travel: ↓83.3% Employee commuting: ↓22.0% Total emissions (Scope 1 + 2 + 3) reduced from 426,842 tCO₂e to 208,542 tCO₂e (↓51.1%). Capita is ahead of its 2030 interim targets and progressing well toward its 2045 net zero goal.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

No

[Add row]

(7.54) Did you have any other climate-related targets that were active in the reporting year?

Select all that apply

Net-zero targets

Other climate-related targets

(7.54.2) Provide details of any other climate-related targets, including methane reduction targets.

Row 1

(7.54.2.1) Target reference number

Select from:

Oth 1

(7.54.2.2) Date target was set

01/01/2024

(7.54.2.3) Target coverage

Select from:

Organization-wide

(7.54.2.4) Target type: absolute or intensity

Select from:

Intensity

(7.54.2.5) Target type: category & metric (target numerator if reporting an intensity target)

Engagement with suppliers

Percentage of suppliers (by procurement spend) with a science-based target

(7.54.2.6) Target denominator (intensity targets only)

Select from:

Other, please specify :Total supplier spend across all suppliers, excluding intercompany spend.

(7.54.2.7) End date of base year

12/31/2019

(7.54.2.8) Figure or percentage in base year

29

(7.54.2.9) End date of target

(7.54.2.10) Figure or percentage at end of date of target

50

(7.54.2.11) Figure or percentage in reporting year

58

(7.54.2.12) % of target achieved relative to base year

138.0952380952

(7.54.2.13) Target status in reporting year

Select from:

Achieved

(7.54.2.15) Is this target part of an emissions target?

Capita has committed that 50% of its suppliers by spend—covering purchased goods and services, capital goods, and upstream transportation and distribution—will have science-based targets (SBTs) by 2025. This supplier engagement goal is a key component of Capita’s Scope 3 emissions strategy, which addresses indirect emissions across its value chain.

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

Science Based targets initiative - approved other

(7.54.2.17) Science Based Targets initiative official validation letter

Capita PLC - Net-Zero Approval Letter-min (1).pdf

(7.54.2.18) Please explain target coverage and identify any exclusions

Capita has committed that 50% of its suppliers by spend—covering purchased goods and services, capital goods, and upstream transportation and distribution—will have science-based targets (SBTs) by 2025. This target is part of Capita's near-term Scope 3 strategy and aligns with the Science Based Targets initiative (SBTi) supplier engagement guidance.

(7.54.2.19) Target objective

The supplier target is particularly significant because Scope 3 emissions—primarily from the supply chain—account for the majority of Capita's total emissions. Engaging suppliers to set their own science-based targets is essential for Capita to meet its net zero goals and aligns with the Science Based Targets initiative (SBTi) Net-Zero Standard.

(7.54.2.21) List the actions which contributed most to achieving this target

Embedding Climate Expectations into the Supplier Charter Capita's updated Supplier Charter sets clear expectations for suppliers to: Have an active carbon reduction plan. Set science-based targets for greenhouse gas reduction. Monitor environmental performance. Operate within an environmental management system aligned to ISO 14001. These requirements are communicated as part of onboarding and contract renewal processes, ensuring alignment from the outset. Progress is tracked through internal dashboards

[Add row]

(7.54.3) Provide details of your net-zero target(s).

Row 1

(7.54.3.1) Target reference number

Select from:

NZ1

(7.54.3.2) Date target was set

01/01/2024

(7.54.3.3) Target Coverage

Select from:

Organization-wide

(7.54.3.4) Targets linked to this net zero target

Select all that apply

- Abs1
- Abs2

(7.54.3.5) End date of target for achieving net zero

12/31/2045

(7.54.3.6) Is this a science-based target?

Select from:

- Yes, we consider this a science-based target, and the target is currently being reviewed by the Science Based Targets initiative

(7.54.3.8) Scopes

Select all that apply

- Scope 1
- Scope 2
- Scope 3

(7.54.3.9) Greenhouse gases covered by target

Select all that apply

- Carbon dioxide (CO2)

(7.54.3.10) Explain target coverage and identify any exclusions

Overall Net-Zero Target Capita commits to reach net-zero greenhouse gas emissions across the full value chain by 2045 from a 2019 base year. Capita PLC's net zero target has been validated by the Science Based Targets initiative (SBTi) in 2025 and is aligned with the 1.5°C trajectory.

(7.54.3.11) Target objective

Capita's net zero target is designed to achieve a science-based, long-term reduction in greenhouse gas (GHG) emissions across its entire value chain. The overarching objective is to reach net zero emissions by 2045, in alignment with the Science Based Targets initiative (SBTi) and the 1.5°C climate pathway. The objective is not only to reduce emissions but also to embed sustainability into Capita's business model by: Managing energy demand and investing in renewable energy. Supporting suppliers to set their own science-based targets. Engaging clients and stakeholders in the transition to a low-carbon economy. Promoting internal awareness and action to drive progress across the organisation. This phased approach allows Capita to balance ambition with feasibility, ensuring that each part of the business contributes to the overall goal while recognising that some areas may decarbonise faster than others.

(7.54.3.12) Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?

Select from:

Yes

(7.54.3.13) Do you plan to mitigate emissions beyond your value chain?

Select from:

No, and we do not plan to within the next two years

(7.54.3.14) Do you intend to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation?

Select all that apply

Yes, we plan to purchase and cancel carbon credits for neutralization at the end of the target

(7.54.3.15) Planned milestones and/or near-term investments for neutralization at the end of the target

10% of operational emissions to be neutralised from 2030 onwards 10% of business travel emissions to be neutralised from 2035 onwards 10% of all emissions to be neutralised from 2045 onwards

(7.54.3.17) Target status in reporting year

Select from:

Revised

(7.54.3.18) Explain the reasons for the revision, retirement, or replacement of the target

Capita has updated its net zero target to 2045 to ensure that our commitments remain both ambitious and achievable, while aligning with evolving regulatory expectations and client needs. This revision reflects a more realistic trajectory for decarbonising our full value chain, particularly our complex supply chain emissions, and is consistent with the UK Government's 2050 net zero commitment.

(7.54.3.19) Process for reviewing target

Capita's net zero targets are reviewed and governed through the Responsible Business Committee (RBC), which provides strategic oversight and formal approval of all updates to the company's environmental commitments. The review process includes: **Regular Reporting:** Performance against net zero milestones is reported to the RBC, including annual emissions data and progress against interim targets. For example, the Committee received a full update in December 2024, including final emissions performance for the year and proposed targets for 2025. **Committee Approval:** Any changes to Capita's net zero targets—such as the revision of the full net zero date from 2035 to 2045—are subject to formal approval by the RBC. These updates are supported by detailed analysis and are aligned with Capita's broader sustainability strategy and regulatory requirements. **Integration with Annual Reporting:** The RBC reviews and approves the environmental disclosures included in Capita's Annual Report, including the 'Planet' section and the Taskforce on Climate-related Financial Disclosures (TCFD) statement. **Low Carbon Transition Plan Oversight:** The RBC is responsible for approving Capita's first Low Carbon Transition Plan, which is being developed with input from representatives across Procurement, Property, People and Corporate Engagement. The plan is scheduled for presentation to the Executive Team in October 2025 and final approval by the RBC in December 2025. This governance structure ensures that Capita's net zero targets remain credible, science-based, and aligned with stakeholder expectations. It also reinforces accountability across the business, with performance monitored through both internal reporting and external disclosures.

[Add row]

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Select from:

Yes

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e
Under investigation	6	'Numeric input

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e
To be implemented	1	11
Implementation commenced	0	0
Implemented	10	329
Not to be implemented	0	<i>'Numeric input'</i>

[Fixed row]

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in buildings

Heating, Ventilation and Air Conditioning (HVAC)

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

221

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

Scope 1
 Scope 2 (location-based)
 Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

142454

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

90607

(7.55.2.7) Payback period

Select from:

1-3 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

6-10 years

(7.55.2.9) Comment

In 2024, Capita implemented a series of HVAC efficiency initiatives to reduce energy consumption and improve operational control. These included: Removal and replacement of DX units and standalone air conditioning systems. Upgrade of Building Management Systems (BMS) and installation of Variable Speed Drives. Review and optimisation of HVAC schedules to reduce unnecessary runtime, including identification of equipment operating outside standard hours or overnight. Manual and automated interventions to switch off HVAC systems when not required. Targeted efforts to narrow down gas consumption through improved monitoring and control. These measures contribute to Capita's broader low carbon transition plan and support our net zero targets.

Row 2

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in buildings

Lighting

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

28

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

- Scope 1
- Scope 2 (location-based)
- Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

- Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

16563

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

60627

(7.55.2.7) Payback period

Select from:

- 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

Select from:

- 6-10 years

(7.55.2.9) Comment

In 2024, Capita undertook several lighting-related initiatives aimed at improving energy efficiency and reducing unnecessary consumption. These included: Replacement of outdated lighting systems with energy-efficient alternatives. Review and optimisation of lighting schedules to ensure systems operate only when needed. Identification and deactivation of lighting equipment left on overnight or outside of operational hours. Manual and automated interventions to switch off lighting in unoccupied areas. These actions form part of Capita's broader strategy to reduce emissions and support our transition to a low-carbon future.

Row 3

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in buildings

- Maintenance program

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

26

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

- Scope 1
- Scope 2 (location-based)
- Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

- Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

0

(7.55.2.7) Payback period*Select from:* No payback**(7.55.2.8) Estimated lifetime of the initiative***Select from:* 6-10 years**(7.55.2.9) Comment**

In 2024, Capita carried out targeted maintenance programme initiatives to improve building efficiency and reduce unnecessary energy consumption. These included: Investigation into higher baseload energy use on weeknights compared to weekends, identifying opportunities for reduction. Assessment of weekend energy consumption, with potential savings identified where buildings were unoccupied. Review of space utilisation to optimise operational areas and reduce energy demand. These initiatives support Capita's commitment to continuous improvement in energy management and contribute to our low carbon transition plan.

Row 4**(7.55.2.1) Initiative category & Initiative type**

Energy efficiency in buildings

 Other, please specify :Identification and deactivation of legacy equipment that was no longer required.**(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)**

54

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

- Scope 2 (location-based)
- Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

- Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

63072

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

0

(7.55.2.7) Payback period

Select from:

- No payback

(7.55.2.8) Estimated lifetime of the initiative

Select from:

- 6-10 years

(7.55.2.9) Comment

Legacy equipment located in the data centre at Hillview House was identified and switched off. This action helped eliminate unnecessary energy consumption from outdated systems and contributed to improved operational efficiency.

[Add row]

(7.55.3) What methods do you use to drive investment in emissions reduction activities?

Row 1

(7.55.3.1) Method

Select from:

- Internal finance mechanisms

(7.55.3.2) Comment

Business planning process All businesses and functions within Capita adhere to our business planning process, which spans a three-year period and is updated annually. As part of this process, we will incorporate actions to reduce emissions, along with the methods for funding these actions. While we have a clearer understanding of our short-term costs, our long-term costs are less predictable due to potential changes in technology advancements, global and local political influence, and the evolving needs of our customers. Key areas which we plan costs for are: Moving renewed and new leases to more energy efficient buildings Upgrading heating systems and other infrastructure in longer term leases Transitioning all our electricity to 100% renewable through power purchase agreements or, if necessary, through renewable energy certificates Resource dedicated to climate change management Expert resource and upskilling for our teams to provide low greenhouse gas emissions services

Row 2

(7.55.3.1) Method

Select from:

- Dedicated budget for energy efficiency

(7.55.3.2) Comment

Capita maintains a dedicated budget to support energy efficiency improvements across its property portfolio, enabling targeted investment in emissions reduction activities. In 2024, this included: Invested in upgrading heating and cooling controls, such as BMS enhancements at the Fire Service College, programmable timers at Hartshead House, and variable speed drives at multiple sites including India Mill, Lower Oakham Way, and Beacon House. Budget allocated to LED lighting installations at Discovery House, Lower Oakham Way, Fire Service College, and Hillview House. Invested in submetering and energy review calls, which provide monthly and quarterly insights into consumption patterns. These calls enable site teams and energy managers to identify anomalies, track performance, and implement corrective actions promptly—ensuring that energy-saving measures are sustained and optimised over time. Investment for 4D Monitoring sensors at the Fire Service College to enhance real-time visibility of energy use. Engagement with Energy & Environmental Consultants, invested in an energy audit and implementation of an Energy Management System (EnMS) at the York Biotech Centre. These investments demonstrate Capita's proactive approach to reducing emissions through operational improvements, data-driven decision-making, and long-term energy management planning.

Row 3

(7.55.3.1) Method

Select from:

- Dedicated budget for low-carbon product R&D

(7.55.3.2) Comment

Capita has committed dedicated budget and resource to the development of low-carbon services and tools that support emissions reduction across our operations and client delivery. In 2024, we invested in several initiatives that demonstrate this commitment. For example, we allocated investment to enhance our Smart dashboard, enabling energy benchmarking and performance tracking for clients. This platform is now being scaled and extended in capability. We also invested in developing a Behavioural Change module for Energy Efficiency, which will be integrated into our sustainability learning catalogue. To ensure cost-effectiveness and scalability, we are exploring more efficient e-learning development methods. Our roadmap for Net Zero includes the creation of digital tools and services such as a platform for surveyors to input building data, which our team uses to generate energy and carbon audits with recommended actions. This tool has received investment from Capita and external clients, and is being further developed with input from propositions, surveyors, and sustainability leads. We have also invested in specialist roles to accelerate service development, including the appointment of a dedicated lead for Renewable Energy Generation Advisory & Integration. This reflects our strategic focus on energy storage and decentralised solutions—key challenges in achieving Net Zero. In addition, Capita has developed and delivered training, including the Climate Action Plan training for 24,000 schools. We continue to invest in capability through recruitment (e.g. Retrofit Coordinator) and service development, with active projects underway. These investments are part of a broader strategy to embed low-carbon innovation into our service propositions and delivery models.

[Add row]

(7.73) Are you providing product level data for your organization's goods or services?

Select from:

- No, I am not providing data

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

Select from:

- Yes

(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.

Row 1

(7.74.1.1) Level of aggregation

Select from:

- Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

- The EU Taxonomy for environmentally sustainable economic activities

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation

- Other, please specify :Enhancing Energy Efficiency

(7.74.1.4) Description of product(s) or service(s)

Overview Capita provides a comprehensive energy efficiency service designed to help clients reduce energy consumption, lower operating costs, and cut carbon emissions across buildings and infrastructure. This service is aligned with the EU Taxonomy for environmentally sustainable economic activities under the objective of climate change mitigation. Service Scope Assessment & Diagnostics: We begin with detailed energy audits and enhanced condition surveys, leveraging IoT and smart building technologies to map consumption patterns and identify inefficiencies. Data-Driven Insights: Using advanced analytics, we pinpoint high-impact opportunities for energy savings and carbon reduction. Tailored Recommendations: Our multidisciplinary team—including solution architects, building physicists, and engineers—develops bespoke strategies for energy optimisation. Behavioural Change: We support long-term impact through learning and development programmes that foster energy-conscious behaviours. Implementation & Oversight: We manage the full implementation lifecycle, from system upgrades to integration of building energy management systems (BEMS), with ongoing monitoring and reporting to ensure sustained performance.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

- No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

Row 2**(7.74.1.1) Level of aggregation**

Select from:

Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

The EU Taxonomy for environmentally sustainable economic activities

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation

Other, please specify :Renewable Energy Generation Advisory & Integration

(7.74.1.4) Description of product(s) or service(s)

Overview Capita delivers a full-spectrum green energy generation service that enables clients to transition to renewable energy sources across buildings and infrastructure. This service is aligned with the EU Taxonomy under the objective of climate change mitigation, supporting the deployment of clean energy technologies and low-carbon infrastructure. Service Scope Feasibility & Profiling: We begin with a comprehensive analysis of renewable energy potential using energy profiling and solar feasibility assessments. This includes evaluating buildings and land for solar PV, battery storage, and electric vehicle charging integration. Technical Evaluation: Our team of electrical engineers, building physicists, surveyors, and energy economists use data analytics and energy bureau insights to assess the suitability of various renewable technologies. Strategic Recommendations: We provide tailored guidance on clean energy generation strategies that align with client sustainability goals, supported by our internal experts and external partners. Implementation & Integration: We manage the full lifecycle of technology deployment, ensuring effective installation and operational readiness of solar systems, EV charging stations, and energy storage solutions. Monitoring & Oversight: Our approach includes robust reporting, monitoring, and project management to ensure long-term performance and adaptability of green energy systems.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1

Row 3

(7.74.1.1) Level of aggregation

Select from:

- Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

- The EU Taxonomy for environmentally sustainable economic activities

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation

- Other, please specify :Net Zero Tracking & Reporting

(7.74.1.4) Description of product(s) or service(s)

Overview Capita's net zero tracking and reporting service empowers clients to achieve their sustainability goals through precise data analytics, transparent reporting, and continuous performance improvement. This service is aligned with the EU Taxonomy as an enabling activity under the objective of climate change mitigation, supporting the transition to a low-carbon economy. Service Scope Baseline & Benchmarking: We establish energy and emissions baselines and benchmark performance against industry standards to identify improvement opportunities. Smart Monitoring: Where applicable, we deploy IoT and smart building technologies to monitor energy use and environmental impact in real time. Technical Optimisation: Our engineers and surveyors enhance MEP systems and building fabric, while our energy bureau secures cost-effective energy tariffs. Strategic Guidance: We deliver tailored recommendations, data visualisation, and expert insights to support clients' net zero strategies. Capacity Building: We offer sustainability eLearning and help clients access funding for capital works projects. Implementation & Oversight: We manage the rollout of tracking systems and ensure statutory compliance through expert project management and planning. Transparent Reporting: We provide intelligent analytics and reporting tools to track progress against targets and ensure continuous improvement.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1

Row 4

(7.74.1.1) Level of aggregation

Select from:

Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

The EU Taxonomy for environmentally sustainable economic activities

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation

Other, please specify :Transitioning to Net Zero

(7.74.1.4) Description of product(s) or service(s)

Overview Capita's net zero transition service provides clients with a structured, expert-led pathway to decarbonisation. This service is aligned with the EU Taxonomy as both a transitional and enabling activity under the objective of climate change mitigation, supporting organisations in reducing emissions and achieving long-term sustainability goals. Service Scope Baseline & Opportunity Assessment: We review existing customer data and estates plans to baseline energy consumption and identify priority areas for cost and carbon savings. Smart Monitoring: Where applicable, we integrate IoT and smart building technologies to monitor energy efficiency, air quality, and space utilisation. Strategic Planning: Our engineers, surveyors, and energy bureau experts develop actionable and affordable net zero transition plans, including tariff optimisation and network/government charge reductions. Implementation Support: We guide clients through the implementation of carbon reduction measures, aiming for a 90% emissions reduction and neutralising the remaining 10% through verified carbon removal offsets. Capacity Building: We offer sustainability eLearning and continuous expert insight to ensure alignment with evolving sustainability goals. Monitoring & Reporting: Our project managers oversee

delivery, while our planners and compliance experts ensure statutory alignment. We provide continuous reporting and monitoring to track progress and adapt to changing circumstances.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1

[Add row]

(7.79) Has your organization retired any project-based carbon credits within the reporting year?

Select from:

No

C11. Environmental performance - Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	<p>Actions taken in the reporting period to progress your biodiversity-related commitments</p>
	<p><i>Select from:</i></p> <p><input checked="" type="checkbox"/> No, we are not taking any actions to progress our biodiversity-related commitments, but we plan to within the next two years</p>

[Fixed row]

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

	<p>Does your organization use indicators to monitor biodiversity performance?</p>
	<p><i>Select from:</i></p> <p><input checked="" type="checkbox"/> No, we do not use indicators, but plan to within the next two years</p>

[Fixed row]

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Legally protected areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

Capita recognises the importance of biodiversity within environmental disclosure frameworks and broader sustainability strategies. Our direct operations are considered to have a low impact on biodiversity; however, we acknowledge the need to understand our wider influence. As part of our commitment to continuous improvement, we plan to assess biodiversity impacts across our value chain in 2026.

UNESCO World Heritage sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

Capita recognises the importance of biodiversity within environmental disclosure frameworks and broader sustainability strategies. Our direct operations are considered to have a low impact on biodiversity; however, we acknowledge the need to understand our wider influence. As part of our commitment to continuous improvement, we plan to assess biodiversity impacts across our value chain in 2026.

UNESCO Man and the Biosphere Reserves

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

Capita recognises the importance of biodiversity within environmental disclosure frameworks and broader sustainability strategies. Our direct operations are considered to have a low impact on biodiversity; however, we acknowledge the need to understand our wider influence. As part of our commitment to continuous improvement, we plan to assess biodiversity impacts across our value chain in 2026.

Ramsar sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

Capita recognises the importance of biodiversity within environmental disclosure frameworks and broader sustainability strategies. Our direct operations are considered to have a low impact on biodiversity; however, we acknowledge the need to understand our wider influence. As part of our commitment to continuous improvement, we plan to assess biodiversity impacts across our value chain in 2026.

Key Biodiversity Areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

Capita recognises the importance of biodiversity within environmental disclosure frameworks and broader sustainability strategies. Our direct operations are considered to have a low impact on biodiversity; however, we acknowledge the need to understand our wider influence. As part of our commitment to continuous improvement, we plan to assess biodiversity impacts across our value chain in 2026.

Other areas important for biodiversity

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

Capita recognises the importance of biodiversity within environmental disclosure frameworks and broader sustainability strategies. Our direct operations are considered to have a low impact on biodiversity; however, we acknowledge the need to understand our wider influence. As part of our commitment to continuous improvement, we plan to assess biodiversity impacts across our value chain in 2026.

[Fixed row]

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

(13.1.1) Other environmental information included in your CDP response is verified and/or assured by a third party

Select from:

No, and we do not plan to obtain third-party verification/assurance of other environmental information in our CDP response within the next two years

(13.1.2) Primary reason why other environmental information included in your CDP response is not verified and/or assured by a third party

Select from:

Not an immediate strategic priority

(13.1.3) Explain why other environmental information included in your CDP response is not verified and/or assured by a third party

Capita does not currently seek third-party verification or assurance for environmental information outside of the disclosures reported in questions 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2. This approach reflects our current prioritisation of internal data validation processes and resource allocation. As our environmental reporting matures and stakeholder expectations evolve, we will continue to review the need for external assurance in line with best practice and materiality.

[Fixed row]

(13.2) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

	Additional information
	<i>No further information</i>

[Fixed row]

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

General Counsel

(13.3.2) Corresponding job category

Select from:

General Counsel

[Fixed row]

