

# Capita's UK Gender and Ethnicity Pay Gap Report 2020



Capita



## Contents

- 02** A message from Will Serle, Chief People Officer
- 04** What is the difference between the gender pay gap and equal pay?
- 05** Capita's UK gender pay gap
- 07** The reasons we have a gender pay gap
- 08** Steps we are taking to drive equal opportunity careers for our female colleagues
- 13** Capita's UK ethnicity pay gap
- 15** Steps we are taking to reduce our ethnicity pay gap
- 18** Letter from Marvin Fray, Co-Chair of EMBRACE and BLM Advisory Group
- 21** Our data

# A message from Will Serle, Chief People Officer



At Capita, we are committed to creating an environment where diversity is actively valued, respected and sought; where we benefit from all colleagues sharing their different perspectives and bringing their whole selves to work. Whatever an individual's background or characteristics, we want them to have an equal chance to grow their careers. We not only believe this is the right thing to do, we believe it drives better outcomes for our clients through inclusive thinking and innovation.

While we have made progress, our gender pay gap is still not good enough, and there is a lot more work to do.

For 2020, our median (mid-point) hourly pay gap is 20.2%. This is a small improvement of 0.8% on last year's figure. Our mean pay gap is 24.2%, which is a 0.3% improvement. Although our gender pay gap has improved one-fifth since we commenced reporting four years ago (when our median gap was 25.3%) we are yet to see the levels of progress we aspire to.

As for many other organisations, the most significant factor driving our gender pay gap is the ratio of men to women at the manager and senior manager levels of the business. We have acknowledged this issue and introduced a number of measures to help address this imbalance, including extending female representation on senior shortlists from 40% to 60%, accelerating female development through mentoring and high potential schemes, and driving greater inclusivity throughout our hiring process. I am pleased that now, under our new structure, two of our three divisional chief executives are women.

This year for the first time, we are voluntarily publishing our ethnicity pay gap. This is as a result of the important contribution from our Black Lives Matter employee advisory group and our subsequent commitments to tackle racism and enhance ethnic diversity. It also supports our move to become a more open and inclusive organisation that is committed to driving change both within Capita, and across the societies in which we work.

We have a Black, Asian and minority ethnic median pay gap of 13.8% and a mean of 12.5%. As with our gender pay gap, this is driven by having more white colleagues than Black, Asian and minority ethnic colleagues in our senior roles.

To address this we have introduced a number of measures including anti-racism training, a bespoke mutual mentoring programme and a ground-breaking new hiring process to reduce bias. We're continuing to work with our relevant employee network groups on a range of additional activities which we expect to roll out over the next twelve months.

Our gender and ethnicity pay gaps show that we still have a lot more work to do to become the organisation we want to be – but it's not a simple road to get there. The strategies we are implementing to grow diverse leaders are medium and long-term strategies which we believe will deliver real and sustainable change, however it may take some time for these improvements to be reflected in our pay gap figures.

We have the full support of our Chairman, Board, CEO and Executive Committee, and we are clear on our destination; to create a truly inclusive environment that thrives on diversity of thought, experience and background, ensuring all colleagues have an equitable opportunity to succeed in their personal career aspirations while also creating better outcomes for our clients and communities. We will continue to relentlessly deliver improvements until this goal is achieved.

A handwritten signature in black ink, appearing to read "Will Serle".

**Will Serle**  
Chief People Officer



# Gender

# What is the difference between the gender pay gap and equal pay?

Equal pay is a man and a woman being paid the same for doing the same job, or a job of equal value, unless there is a 'genuine material factor' for the difference. The requirement for equal pay for equal work has been enshrined in UK law since the Equal Pay Act of 1970.

The gender pay gap is the description given to the difference in pay of all men and all women across an organisation regardless of role or level. This is reported on a mean and median basis. The difference in pay between men and women can be influenced by many factors, such as the number of women and men at different levels within the Company.

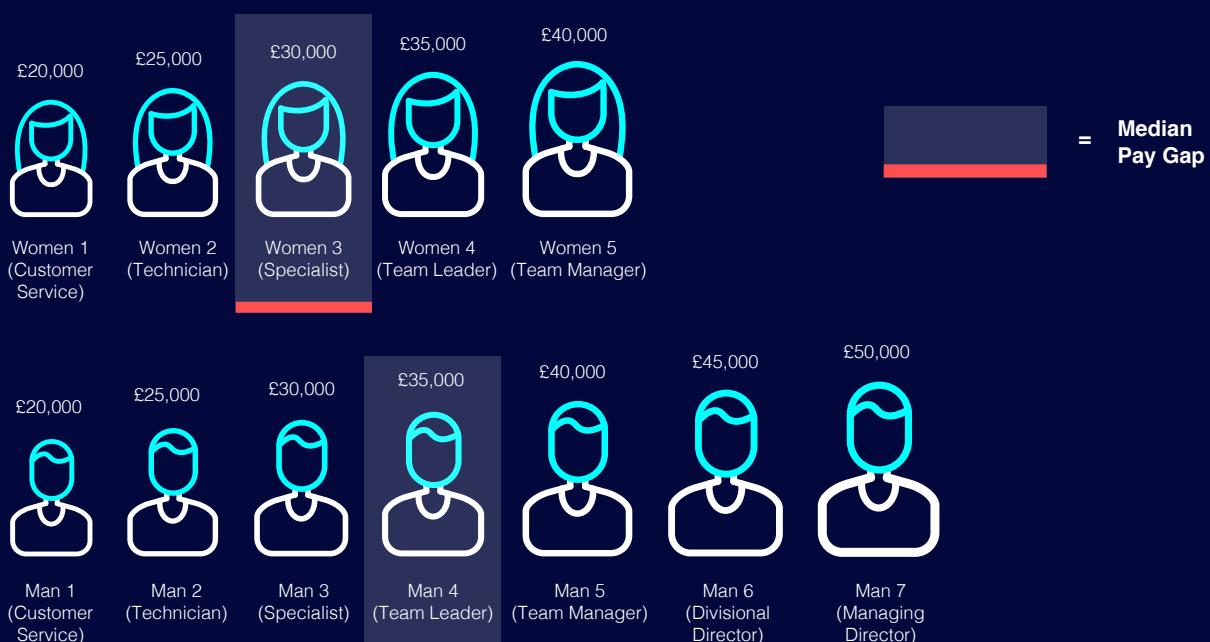
## Median

The median is calculated by lining up everyone of each gender in order of how much they are paid. The median is the amount paid to the person in the middle of each line. The median gap is the difference between these two numbers, expressed as a percentage. This calculation is done for pay and for bonuses.

## Mean

The mean is the average hourly pay across each gender and is worked out by adding together the hourly rates of pay for each gender and dividing the total by the total number of people of that gender. The mean gap is the difference between the two numbers, expressed as a percentage.

## Median



Man one has the same salary as woman one for performing the same customer service role. Man two has the same salary as woman two for the same Technician role, and so on up to man and woman five. However, the two highest paid members of staff are males in senior positions. So the number of men in senior positions impacts the gender pay gap.

# Capita's UK gender pay gap

We have 26 legal entities that meet the reporting criteria of the UK Government's Equality Act 2010. Additionally, we provide information of our pay gap covering our whole UK business as detailed below. Results from each of these entities can be found in this report and on the UK Government website.

**For 2020, our median (mid-point) hourly pay gap is 20.2%. This is a small improvement of 0.8% on last year's figure, calculated on the same basis.**

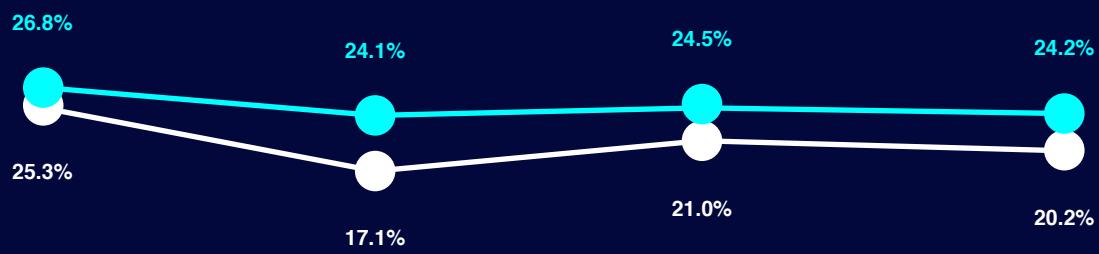


Hourly pay	2020	2019	2018	2017
Mean pay differential (average)	24.2%	24.5%	24.1%	26.8%
Median pay differential (average)	20.2%	21%	17.7%	25.3%

*The data excludes contingent workers and excludes c. 2,000 employees who were furloughed in April 2020 due to Covid-19. If furloughed employees (on their normal salary) were included in the data, the mean gap would remain the same but the median gap would be lower (19.97%).*

Since our first gender pay gap report in 2017 our median pay gap has reduced by one-fifth. This may be a sign that our policies and initiatives are continuing to move us towards the desired result, but the change is still very small. When we compare our median to the industry average within the Professional, Scientific and Technical Activities sector our gender pay gap is lower than the average of 22.4%.

○ MEAN      ○ MEDIAN



## For 2020, the overall bonus gap decreased from 58.2% to 50.5%

Despite more women getting a bonus than men, the bonus pay gap exists because we have more men than women in senior roles, and these roles have a larger percentage of their remuneration paid as variable bonus.

Only by addressing the root causes and creating a workplace which enables progression through the organisation or developing skills in current roles will we ultimately fix this.

Bonus pay	2020	2019	2018	2017
Mean pay differential (average)	64.2%	66.5%	61.4%	66.1%
Median pay differential (average)	50.5%	58.2%	57.4%	45.0%

## For the second year in a row the number of women receiving a bonus increased to again exceed the proportion of men receiving a bonus

Proportion of employees receiving a bonus	2020	2019	2018	2017
Men	27.4%	28.4%	25.1%	25%
Women	30.3%	29.4%	24.7%	27.9%



# The reasons we have a gender pay gap

## We have more men than women in senior positions

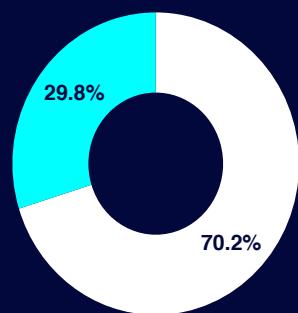
We have low female representation in leadership roles and a low proportion of men in entry level positions, which typically pay less.

## We have slightly more women than men at other levels in the organisation

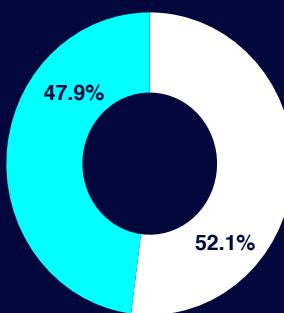
We have more women in lower levels in the organisation compared to men. We are working to create more opportunities to grow, develop and promote our female colleagues, identifying and removing career barriers to create a pipeline of female talent.

## Hourly pay quartiles

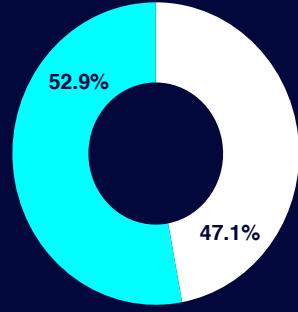
○ MALE ○ FEMALE



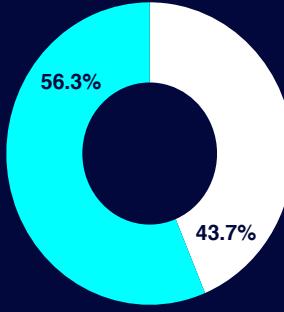
Upper



Upper-mid



Lower-mid



Lower

# Steps we are taking to drive equal opportunity careers for our female colleagues

## 01

### Extended female representation on shortlists

Our gender pay gap is driven by more men than women in senior management positions and slightly more women than men in our lowest pay quartile. We have therefore extended our female representation on senior management shortlists from 40% to 60% and increased the target to all jobs in our upper pay quartile.

## 02

### Improving data intelligence through our Be Counted campaign

In February 2020, we launched our global 'Be Counted' campaign encouraging our people to update their diversity data in our HR system, Workday. Now that we have additional data, we are working on the demographic analysis of different areas within Capita, including intersectional data, identifying areas where we may need to invest to create a more diverse organisation.

## 03

### Empowering our employee voice through our employee networks

We launched our employee network groups (ENGs) in early 2020, which are sponsored and championed by members of our Group Executive Committee. The aim of the networks is to give more voice to our people through a two-way feedback loop between the groups and our sponsors. We are currently in the process of reviewing our ENGs one year after launch, to see what's working well and how we can continue to improve our interaction and drive positive change.

## 04

### Accelerating female development through our mentoring and high-potential scheme

We are continuing our support for high-potential women – having doubled our mentoring through the 30% Club and joining the Women's Industry Networking Group to provide additional mentoring.

# 05

## **Increasing our options for flexible work in order to make more roles accessible to women with caring responsibilities**

As part of Capita's new ways of working, we have worked to identify all roles that can be delivered remotely, and offered those employees a choice of how they prefer to work; fully home-based, a hybrid model, or office-based. For all new roles, we are assessing whether they can be 'location-agnostic' essentially minimising the impact of commuting, and extending opportunities beyond specific geographic areas. We hope this will increase the range of roles available to women who may have previously excluded themselves for roles or promotions because of the impact of location or office-based working when they also have family or caring responsibilities.

# 06

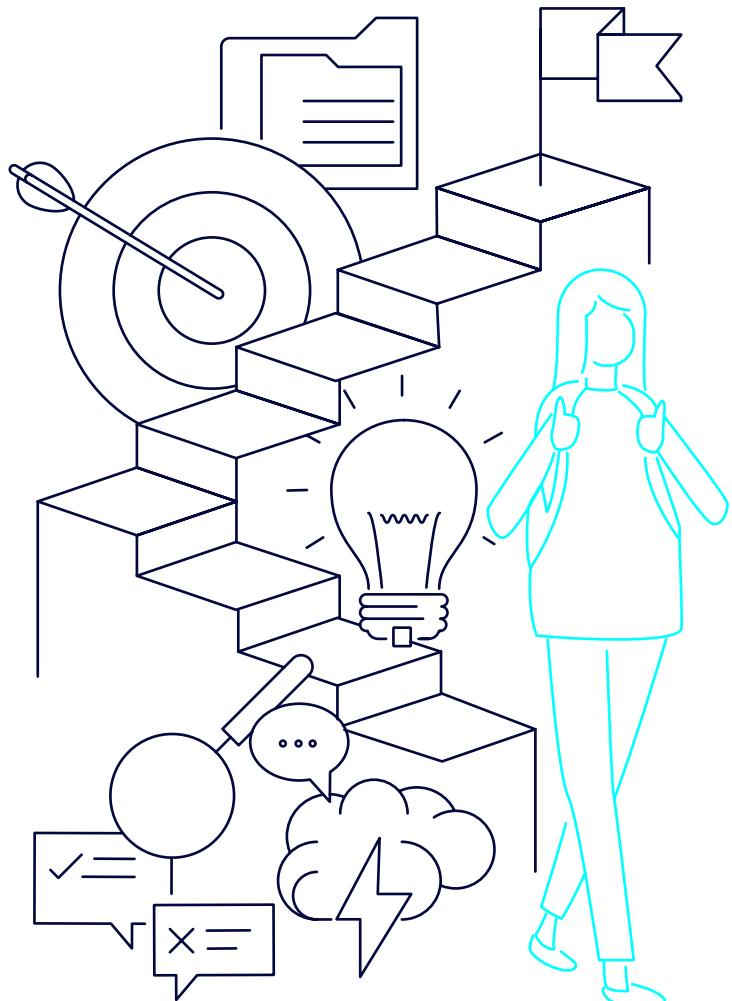
## **Focus on inclusive recruitment**

We are driving greater inclusivity throughout the hiring process by introducing a 'Licence to Hire' inclusive hiring training programme for all recruiting managers, as well as using a digital behaviours-based assessment that removes bias from the early stages of candidate screening. We are developing a new 'inclusive recruitment charter' to set out the principles and practices which ensure our hiring is diverse and inclusive.

# 07

## **Mapping our Career Path Framework**

As part of Capita's commitment to openness, equality and career-development for all employees, we are currently undergoing Career Path Mapping across the full organisation. This will allow us to identify and share career path opportunities for our people, and also identify gender ratios at comparable job levels across the organisation.



# Case studies

**“ I feel fortunate to be working for an organisation that takes gender diversity – and diversity and inclusion in all areas – incredibly seriously and want to ensure I am not just benefiting from that but also contributing in a positive way.”**

Amy Mulready



**Amy Mulready**  
Head of Performance & Development for Group Shared Services, TSS and Portfolio

I have worked at Capita for two years, and, since joining, I have had fantastic divisional and functional line managers who have been really supportive and have consistently dedicated time to discuss my performance, strength areas and development needs. Being given the space, time and support to have those two-way conversations has been invaluable and has also meant that I've not felt I've just put in the box of 'high potential female' because it looks good on stats and reports. I'm really being invested in and I see, hear and feel that regularly. For me, the 30% Club mentoring programme has given me the perspective and insight of someone who was totally separate from my day-to-day environment. My mentor really challenged me to think about and approach things differently. I think it's really important to pay forward the time and investment that has been made in me and do the same for others. I am now mentoring two people in Capita and will be rejoining the 30% Club this year as a mentor.



**Gemma Bate-Williams**  
Divisional Finance Director

I have worked for Capita for 19 years, and during that time Capita has supported my career in many ways; from very early when I was supported through a study package to gain my ACCA Accounting qualification, to more recently when I have been a mentee on both the WING and 30% Club mentor programmes. I have also worked with and for some of the most incredible leaders – all of which have shaped me and my career in some way. From a more personal perspective; during my time at Capita I had my daughter who is now eight, I had a year off on maternity leave and returned part-time for the first year back. And I have been supported in being a mother as well as through many other life events – being trusted to work flexibly to get the job done, such as home working (before Covid made it a thing!) and working around school runs and Christmas plays. It has been important to me to work for an organisation where I can be myself – now more than ever my daughter sees and hears me 'at work' and I want her to know that you don't have to be more masculine or put on a façade to be a successful professional woman.

**Fola Odunukan**

Senior Consultant  
Public Services division

I have worked for Capita for four years, and the organisation has been supportive in helping me nurture the direction of my career through the various mentoring schemes and training opportunities made available to me. Also seeing more and more females in senior positions is very encouraging and it would be great to see even more and more diversity of colour at the top. The Mission Include mentoring programme has been hugely beneficial for me because I was matched with an individual who had a lot of knowledge and experience in various industries.

**Liz Weaver**

Finance Director – Defence  
Fire & Security

I joined Capita in May 2017, and in 2021 I was promoted to the role of Finance Director, Defence, Fire and Security. There are lots of things available to support me as a female professional, and I've recently taken part in the 30% Club external mentoring scheme, which has allowed me to connect and learn from someone who has a different perspective. I've also found that everyone I've encountered has been more than happy to give their time and share their experience. The real magic happens when you take control and grasp those opportunities.

**Krystin Gregory-Smith**

Business Operations & Transformation Manager, Pension Consulting

Capita have been instrumental in providing space, opportunities and platforms to anyone who is interested in developing and progressing themselves. I have been really fortunate to work across three different business units, each building upon the previous. Taking part in the 30% Club mentoring programme has given me more confidence – learning to really back myself and truly understand the importance of safe spaces. I was partnered with an exceptional senior manager who was really honest and shared her life experience by way of demonstrating how we learn, grow and be accountable for our actions. The Mentor program has also really reinforced with me the importance of human kindness and connection. Treat people well and you will have a committed and loyal working relationship.

**“ My mentor was great in sharing advice, offering guidance and being a sounding board for my thoughts and I was able to benefit from his years of experience beyond my own.”**

Fola Odunuka



# Ethnicity

# Capita's UK ethnicity pay gap

We first published our gender pay gap in 2017; this year we are going further and breaking down our ethnicity pay and bonus gaps to show our Black, Asian and Mixed Ethnicity pay gaps.

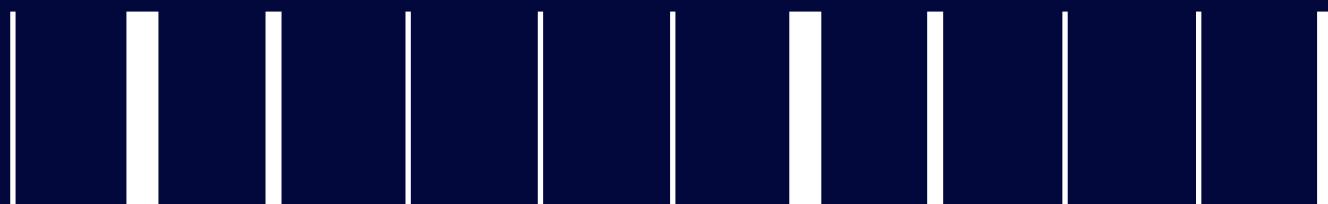
**We have an ethnicity median pay gap of 13.8% and a mean of 12.5%.**

**A report published by HR Data Hub suggests the median pay gap reported by companies in their research was 14%.**



Hourly pay	Mean	Median
Asian, Black & minority ethnic	12.5%	13.8%
Asian	12.6%	16.1%
Black	12.2%	3.7%
Mixed Ethnic	12.7%	13.3%
Other Ethnic	35.3%	35.3%

*We have used the gender pay gap methodology to calculate our ethnicity pay gaps and the pay gaps relate to hourly pay rates as of 5 April 2020. We have reported a pay gap comparing average hourly earnings of Black, Asian, Mixed and Other ethnic colleagues as a percentage of White colleagues and pay gap figures for Asian, Black, Mixed, White and Other. We would welcome a consistent, industry-wide approach to reporting ethnicity pay gaps.*



Our ethnicity pay gaps reflect the differences in pay between employees who identify as Black, Asian and Mixed and other, without taking into account roles, responsibilities and seniority. They are based on data for 73% of employees in the UK who have shared their ethnicity with us, this is lower than the UK average of 86%. We believe that this voluntary transparency may encourage more of our colleagues to choose to share their ethnicity with us, which is a critical step towards enabling us to report at a more granular level of detail.

Ethnicity	White	Asian	Black	Mixed	Other
Capita (72% declared)	73.12%	10.69%	3.03%	1.64%	9.89%
Country	86.0%	7.5%	3.3%	2.2%	1.0%

The ethnicity pay gap is primarily driven by the fact we have less people who identify as Black, Asian and Mixed and other in leadership roles compared to entry level positions.

### Why do we have an ethnicity pay gap?

As with our gender pay gap, the ethnicity pay gap is primarily driven by the fact we have less people who identify as Black, Asian and Mixed and Other in leadership roles compared to entry level positions. This is why we are working with our black and minority ethnic colleagues to identify and implement a range of activities to increase diverse representation in our leadership roles.



# Steps we are taking to reduce our ethnicity pay gap

This is the first year we are reporting our ethnicity pay gap. We have set commitments and actions to tackle racism and enhance ethnic diversity and we hope that these will start to reduce our ethnicity pay gap.

Our commitments are to:

## **1. Ensure an inclusive culture with zero tolerance to racism.**

We have now defined what we mean by zero tolerance, and this is reflected in our Code of Conduct, our values and our behaviours. We are in the process of reviewing our employee lifecycle processes, ensuring we remove bias and provide equal opportunities. We will continue to be transparent about our data on ethnicity representation throughout our organisation and the ethnicity pay gap; and we will publish this data and our approach to inclusion in our annual report.

## **2. Have a sustainable representation of ethnic diversity, that reflects the communities we operate in, at all levels of the workplace.**

Starting in the UK, we have committed to a 15% Black, Asian and minority ethnic representation (of which 5% are Black) across all levels of our workforce, and we will be extending these targets to other countries and ensuring they are meaningful.

## **3. Educate and raise awareness of racism in the workplace and through the power of our networks.**

We have now launched anti-racist training alongside our mandatory inclusion training. We are also encouraging our colleagues to volunteer their skills in youth communities with a high proportion of Black students, as well as including an anti-racism requirement in our Supplier Charter.

## **In addition we have:**

- Introduced a mutual mentoring programme which pairs Black and minority ethnic colleagues with senior leaders (see page 17)
- Launched innovative online anti-racism training to extremely positive feedback (see page 17)
- Designed and implemented a Licence to Hire inclusive recruitment training for line managers
- Joined the 10,000 Black interns programme, commencing with 12 Black or Black heritage interns in 2022
- Partnered with Arctic Shores to remove bias from the entry-level hiring process (See page 16)
- Focused on diverse recruitment for our apprenticeship programme (See page 16)
- Continued to work with our Black Lives Matter Employee Advisory Group on a comprehensive programme of actions to make Capita an increasingly diverse and inclusive organisation

# Case studies

## Our apprenticeship programme

The Capita Apprenticeship programme is designed to develop the skills required for the future of work and improve opportunities for traditionally under-represented groups to acquire and develop skills to help them succeed, with a particular focus on improving gender and ethnic diversity in the science, technology, engineering and maths sectors. The programme is designed to provide consistent support and care to all learners regardless of their learning path and to ensure the recruitment process is equitable, proactively addressing and removing barriers to entry. Our 2021 intake includes a Digital Technology Consulting degree apprenticeship, with clear objectives to improve gender and ethnic diversity in an industry traditionally dominated by white, male candidates. We proactively worked to ensure language and imagery were inclusive and our channel strategy incorporated a targeted range of channels focused on a diverse apprenticeship audience. The campaign generated almost 500 applications – of those shortlisted for final assessment, 30% are female and 53% are from an ethnic minority background – of which 17% are Black heritage.

## 10,000 Black Interns Programme

Capita have signed up to a programme to help transform the horizons and prospects of young Black people in the UK by offering paid work experience across a wide range of industries. We have committed to welcoming 12 Black or Black heritage interns into the programme every year for five years, commencing in 2022.

## Arctic Shores partnership

Capita is working closely with our partner, Arctic Shores, to remove the use of CVs for our Kickstarter programme, while also using an innovative hiring system that aims for more inclusive hiring. This has delivered significantly on improving our ethnic minority, female and neurodiverse hiring, and we are investigating how we can extend this to all entry-level roles in Capita.



## Mutual Mentoring

Mutual Mentoring is a mentoring relationship where both parties may act as mentor and mentee, recognising that there is something to learn from each other. Each pair consists of a senior leader and an employee from a Black, Asian or Minority Ethnic background. The mentoring relationship is supported by a topic pack per month and lasts for a minimum of one year. After a successful pilot, this programme was rolled out to all of Capita in March 2021 with over 70 pairings in the first full intake. The programme will continue with a new intake every six months.

Participants told us:

**“The number of insights into not only my privilege but others’ lack of privilege was astonishing.”**

**“Difficult topic but do now feel substantially better informed and as a result more able to contribute positively.”**

**“I found the topic pack an incredibly helpful guide to both prepare but also steer the conversation. We managed to cover a lot of ground in the one hour session, and I left it feeling inspired, motivated and certainly more informed.”**



## Anti-racism training

A mandatory training module on anti-racism was developed and launched to our UK colleagues in May 2021. As at July 2021 over 22,000 colleagues had completed the training.

Participants told us:

**“When I finished the training, one of my first thoughts was that everyone in society should be exposed to this material! It is excellent.”**

**“Informative, constructive, balanced, challenging and educational. This is the best virtual training programme I’ve ever done.”**

# Letter from Marvin Fray, Co-Chair of EMBRACE and BLM Advisory Group



In August 2020, after a series of listening sessions that provided a safe space for our colleagues to bravely share their lived experiences relating to being on the receiving end of racism, I stood beside Carey Williamson as an elected spokesperson for our Black Lives Matter Advisory group and asked our Executive

Committee, on behalf of Capita, to commit to three things that enable us to live our purpose and create better outcomes for colleagues.

**“ We will ensure an inclusive culture with zero tolerance to racism. We will have a sustainable representation of ethnic diversity, that reflects the communities we operate in, at all levels of the workplace. We will educate and raise awareness of racism in the workplace through the power of our networks.”**

Marvin Fray

I'll be honest, it was nerve-racking to lead on the delivery of such an important message. It was tough bearing the responsibility for my colleagues who so bravely shared their stories, so passionately identified the outcomes we seek and so expertly devised an action plan to get us there. But on top of this, there was also a sense that I was speaking for something even bigger; it felt like I was speaking for my ancestors, for my father, for my grandfather and for my children. But underlying my nerves was a deep sense of pride and purpose.

Reassuringly, Jon Lewis led his Executive Committee in unanimous support for our proposal and we have since started paving the way for change. Thanks to the amazing people I work with, that sense of pride and purpose has evolved into confidence and conviction.

Today I am writing alongside our 2020 UK Gender and Ethnicity Pay Gap Report, so I will focus my thoughts, reflections and aspirations in the context of our second commitment: we will achieve sustainable representation of ethnic diversity that reflects the communities we operate in, at all levels of the workplace.

The point I'd like to start with is that we are here to drive real change. Not just to talk about it. And the key word I'd like you to really consider is "real". Firstly, in order to drive real change, we have to be realistic and transparent about where we are now. It is perfectly normal for us to be uncomfortable releasing data that shows we are a long way behind where we want to be as an organisation. But we have to start somewhere – and there is power in honesty and openness. This data will also allow us to hold ourselves to account for delivering real change.

A key part of our employee lifecycle is our employee value proposition. I am often asked if I am proud to work at Capita. The answer is yes. I am proud to belong to our EMBRACE employee network group, to belong to our Black Employee Network group, to belong to the micro-communities that have got us this far. In particular I cannot sing the praises of our Black Employee Network group enough. Being a part of this group has given me a heightened sense of pride in the company I keep, in the cause we are working tirelessly for and, quite honestly, in my own blackness. Capita is us as far as I am concerned. I am proud of our ambition; I am proud of our passion and I have faith in our capability.

We are hiring and we are diversifying. Come and join Capita, join our Black Employee Network group, help EMBRACE to build out a truly diverse set of network chapters, help us create a culture where everyone matters, where our similarities and differences are respected and celebrated, and where we can collaborate to create better outcomes for us all.

**Marvin Fray**

Co-Chair (EMBRACE Employee Network Group),  
Co-Spokesperson (BLM Advisory Group).

# Case studies



**Kelly Vuta**  
Programme Manager – Engagement & Inclusion

I began my career at Capita 11 years ago on a graduate programme, and throughout this time I have been fully supported by the organisation on the path my career has taken. From access to career opportunities, training and mentoring for career growth, to the recognition of my skills and attributes. These have been accompanied by guidance, encouragement, and support from managers and leaders that have contributed to the career I have and the person I am today.

Capita have implemented and developed some fantastic initiatives to support diversity and inclusion which I believe will strengthen the purpose, vision, and leadership of the organisation going forward. I'm currently taking part in Capita's Mutual Mentoring programme, paired with a senior executive female leader. This is something I feel will bring great value to me personally and professionally as an ethnic minority female with a desire for growth and development.

Having children and a career that I love, it's important for me to maintain a healthy and flexible work/life balance. Capita's flexible and hybrid working model allows me to have just that.



**Adebimpe Makinde**  
Principal Consultant,  
Public Services division

I joined Capita 2 years ago as a senior Consultant and I was fortunate to instantly see what my future could be as my career manager was someone like me. I have since gone on to take advantage of the training packages available and used the network of my manager to propel myself through the ranks. This inspired me to create a network for Black employees to ensure our black talent feel more comfortable to flourish professionally, while also ensuring Capita benefits from the retention of knowledge, diversity of thought, and innovative capabilities of having a diverse workforce. The Senior Leaders at Capita have recognised this as a key part of their strategy hence culminating in the voluntary reporting of our ethnicity pay gap.

**“ I feel supported, trusted, and valued at Capita and more importantly, I feel as if I belong. In the coming years I hope to see this continue to be reflected in terms of reducing the pay gap for both women and ethnic minorities.”**

Kelly Vuta



**Carey Williamson**  
Director of International Consulting

I joined Capita in 2017 as a Principal Consultant, and since then, have further developed my existing skills thanks to the opportunities available. I have worked with some amazing people in both the private and public sectors, found mentors, and had the support of senior leaders that have actively supported ethnic diversity, identifying the talent that in so many organisations get overlooked. In my former role in Capita Public Service, I experienced some of the best career management I have ever experienced in my 20+ year career. In my new role in Capita Consulting I am working to bring that experience to improve our ethnic diversity and ensure our leadership is representative of the communities that we serve. In my role as Founder and Chair of the Black Employee Network I lead an energetic, warm and focused ENG that has made significant positive changes in Capita.



**Eileen Lewis**  
Performance and Development Manager,  
Public Services division:

I have worked for Capita for 12 years, and during that time I have had one promotion, three secondments and am currently on an apprenticeship. It is encouraging to see that Capita is not afraid to address difficult problems such as racial inequality and the ethnicity pay gap. We are working to remove barriers and create an equal platform to provide opportunities to all. I have participated in both our internal mutual mentoring programme and the external Mission Include mentoring programme. Each secondment and mentoring experience has played a pivotal part in my career progression and development as I have gained confidence and skills. Ethnic women are still under-represented at senior leadership levels, and as a business we need to maintain the momentum of increasing diversity by achieving our targeted goals in this area. This will in turn give ethnic people the confidence, belief, and support to break through the glass ceiling, be rewarded in a fair and transparent way, and help future generations to do the same.

**Uzair Kola**  
Software graduate

I am delighted to have recently completed a two-year Graduate Scheme with Capita Software. The organisation has been extremely supportive with on-going support for further learning and development. Having covered two one-year long rotations in two separate businesses, I have managed to gain a wealth of experience in my respective field. Capita touches the lives of millions every day, I am proud to work for an organisation that thrives on creating better outcomes.

**“ My career has developed thanks to the opportunities available in Capita and the people that have worked alongside me on what continues to be an exciting journey.”**

Carey Williamson

# Our data

## Appendix 1: Gender pay gap for all 26 legal entities as required by the UK Government's Equality Act 2010

	Total employees	Hourly pay gap		Hourly pay quartiles								Bonus pay gap		Percentage receiving bonus	
				Upper		Upper-mid		Lower-mid		Lower					
Legal entity	All	Mean	Median	Male	Female	Male	Female	Male	Female	Male	Female	Mean	Median	Male	Female
Capita Business Services	12,136	26.0%	23.3%	71.2%	28.8%	56.6%	43.4%	46.0%	54.0%	44.3%	55.7%	58.6%	69.6%	21.2%	21.2%
Capita Customer Mgmt Ltd	8,018	12.7%	9.2%	58.4%	41.6%	46.5%	53.5%	45.4%	54.6%	36.9%	63.1%	43.8%	58.3%	44.2%	40.3%
Western Mortgage Services	646	18.1%	8.2%	47.4%	52.6%	38.2%	61.8%	22.4%	77.6%	40.0%	60.0%	72.0%	14.9%	16.9%	14.7%
Capita Empl Benefits Ltd	1,500	15.9%	12.4%	66.4%	33.6%	54.3%	45.7%	50.8%	49.2%	40.8%	59.2%	52.5%	0.0%	23.2%	20.8%
Capita Retail Fin Serv Lt	1,385	1.5%	4.1%	57.0%	43.0%	60.1%	39.9%	55.3%	44.7%	55.2%	44.8%	34.2%	-11.1%	52.1%	51.2%
akinika Debt Rec Ltd	393	-0.3%	0.8%	48.2%	51.8%	60.7%	39.3%	58.1%	41.9%	49.4%	50.6%	46.8%	0.0%	42.9%	52.6%
Capita Life&Pension Serv	391	32.5%	31.1%	73.7%	26.3%	47.4%	52.6%	38.9%	61.1%	34.7%	65.3%	68.0%	86.8%	40.1%	28.4%
Capita L&P Regu Serv Ltd	2,776	16.3%	15.7%	52.9%	47.1%	35.9%	64.1%	30.3%	69.7%	36.0%	64.0%	48.3%	0.0%	26.0%	28.3%
Voice Marketing Limited	486	8.1%	2.0%	75.8%	24.2%	46.2%	53.8%	55.6%	44.4%	58.2%	41.8%	21.0%	43.1%	74.3%	79.0%
Capita IT Services Ltd.	310	30.5%	30.9%	92.0%	8.0%	87.5%	12.5%	79.5%	20.5%	66.2%	33.8%	54.2%	31.9%	11.9%	12.1%
Capita Resourcing Ltd	650	22.3%	15.4%	71.6%	28.4%	46.8%	53.2%	48.7%	51.3%	52.3%	47.7%	61.4%	42.9%	54.7%	57.6%
Capita Prop & Infra Ltd	1,363	22.5%	26.5%	87.3%	12.7%	81.0%	19.0%	67.5%	32.5%	61.3%	38.7%	80.4%	75.0%	3.9%	3.0%
Capita Secure InfoSol Ltd	1,115	13.5%	15.9%	85.3%	14.7%	83.4%	16.6%	74.5%	25.5%	71.0%	29.0%	-6.3%	-8.9%	10.5%	11.2%
Entrust Support Serv Ltd	555	10.4%	15.0%	61.2%	38.8%	46.0%	54.0%	43.4%	56.6%	46.2%	53.8%	-210.1%	0.0%	8.1%	11.9%
Fera Science Limited	395	14.4%	5.2%	63.8%	36.3%	50.0%	50.0%	45.6%	54.4%	51.3%	48.8%	43.7%	25.0%	44.4%	56.9%
CBSL - PIP DWP	1,193	6.6%	-1.9%	31.2%	68.8%	14.9%	85.1%	16.1%	83.9%	35.4%	64.6%	53.9%	11.7%	50.2%	57.1%
RE (Regional Enterprise)	328	13.8%	12.6%	67.1%	32.9%	51.9%	48.1%	40.3%	59.7%	48.1%	51.9%	77.9%	78.4%	3.5%	2.5%
Capita Managed IT Sol Ltd	477	16.2%	20.9%	87.9%	12.1%	87.9%	12.1%	83.5%	16.5%	67.2%	32.8%	82.4%	9.1%	10.1%	30.8%
Updata Infrastruct (UK) L	287	8.7%	15.7%	82.9%	17.1%	82.9%	17.1%	78.6%	21.4%	71.4%	28.6%	34.9%	6.3%	9.8%	9.5%
Capita plc	698	32.8%	33.2%	65.5%	34.5%	53.0%	47.0%	41.9%	58.1%	25.5%	74.5%	69.2%	44.8%	19.4%	20.4%
TrustMarque Solutions Ltd	345	27.4%	33.2%	82.1%	17.9%	84.5%	15.5%	78.3%	21.7%	51.2%	48.8%	31.8%	-9.5%	32.4%	29.2%
Capita Emp Ben(Cons) Ltd	328	33.1%	32.3%	78.8%	21.3%	57.5%	42.5%	57.0%	43.0%	30.0%	70.0%	-85.3%	0.0%	37.4%	32.9%
Capita Travel & Events Lt	656	29.4%	29.6%	62.8%	37.2%	39.7%	60.3%	25.6%	74.4%	23.1%	76.9%	77.6%	45.8%	5.3%	3.2%
Capita Com Insur Ser Ltd	257	6.7%	1.4%	54.0%	46.0%	56.1%	43.9%	55.9%	44.1%	46.0%	54.0%	27.7%	24.0%	9.0%	8.9%
Optima Legal Services Ltd	340	20.1%	10.9%	60.9%	39.1%	33.3%	66.7%	39.5%	60.5%	26.7%	73.3%	83.8%	36.0%	23.6%	24.5%
GL Hearn Limited	268	43.2%	45.4%	93.9%	6.1%	72.9%	27.1%	50.0%	50.0%	25.0%	75.0%	78.1%	56.6%	9.2%	4.3%

