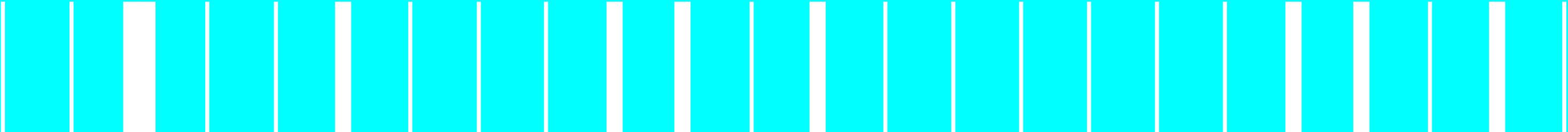


A decorative graphic consisting of a vertical cyan bar on the left and a series of white vertical bars of decreasing height to the right, all set against a dark blue background.

# Creating a more inclusive workplace

Capita's Gender & Ethnicity pay gap report 2022

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# Message from Scott Hill – Chief People Officer



As Chief People Officer of Capita PLC, I am proud that a core part of my job is overseeing the growth of, and focus on, diversity and inclusion in all parts of our business, globally. Change isn't easy, and for many organisations like us, creating a truly inclusive organisation requires multi-year adjustments, but we are committed to doing the hard work year on year. Part of that work is monitoring and reporting on our gender and ethnicity pay gaps – something we do voluntarily at a Group level (for gender) and entirely voluntarily for ethnicity. We do this because we believe it is the right thing to do and is wholly in line with our corporate purpose: to create better outcomes for all our stakeholders.

This year, we see our median gender pay gap fall to 19.96%. Our mean also reduced by 1.65%, to sit at 22.95%. While this is going in the right direction, we know we have more work to do. The reason we continue to have a gender pay gap is because we employ a lot of women in our first three pay quartiles (close to, or over, 50% in each of the lower quartiles), and not yet enough in our upper pay quartile. Upper quartile representation is an ongoing priority for Capita.

In 2022, we have a median ethnicity pay gap of 21.6% and a mean of 16.33%. Both these figures have increased since we began voluntarily sharing this data in 2020. This change is likely due to an increase in the sharing of ethnicity data – the more people who share their ethnicity with us, the better we are able to identify the true scale of the gap. The key reason for the ethnicity pay gap itself is that we do not yet have a proportionate representation of ethnicities across all four pay quartiles. Specifically, our lowest pay quartile is 26% Black, Asian or other ethnic minorities, while our highest pay quartile is 13%. Growing diverse leaders in both upper middle and upper quartile is therefore a key priority.

**We are clear on our destination; to create a truly inclusive environment that thrives on diversity of thought”**

For the first time, we are including our pay gap for Republic of Ireland. We're pleased to share that our median gender pay gap in Republic of Ireland is 1.59% and our mean is 11.24%. We see a strong proportion of females with 55.61% overall representation. We will continue to develop our female colleagues and aim to increase our upper quartile representation.

Despite the fact that both our gender and ethnicity pay gaps are not where we want them to be for the UK, we are pleased that:

- We continue to have a representative number of women; 49% of our workforce is female.
- We continue to be an ethnically diverse organisation; with 16% of our UK workforce identifying as an ethnicity other than white.
- We have more than halved the gender pay gap in our upper pay quartile since 2018, from 15.7% to 7.8%.
- Our Board of directors is now 44% female (including a female Senior Independent Director) and 22% ethnically diverse. Our Executive Committee is also 44% female and 22% ethnically diverse.
- We are currently exceeding our 2022 senior leadership targets for both gender and ethnicity.

Despite this progress, the work is a long way from being done, and we have a full programme of activities and interventions underway to drive change. You can see many of these listed throughout this report. While the challenge remains significant, we have the full support of our Chairperson, the Board, our 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, investors, suppliers and communities.

We will continue delivering with relentless focus until this outcome is achieved.

**Scott Hill**  
Chief People Officer



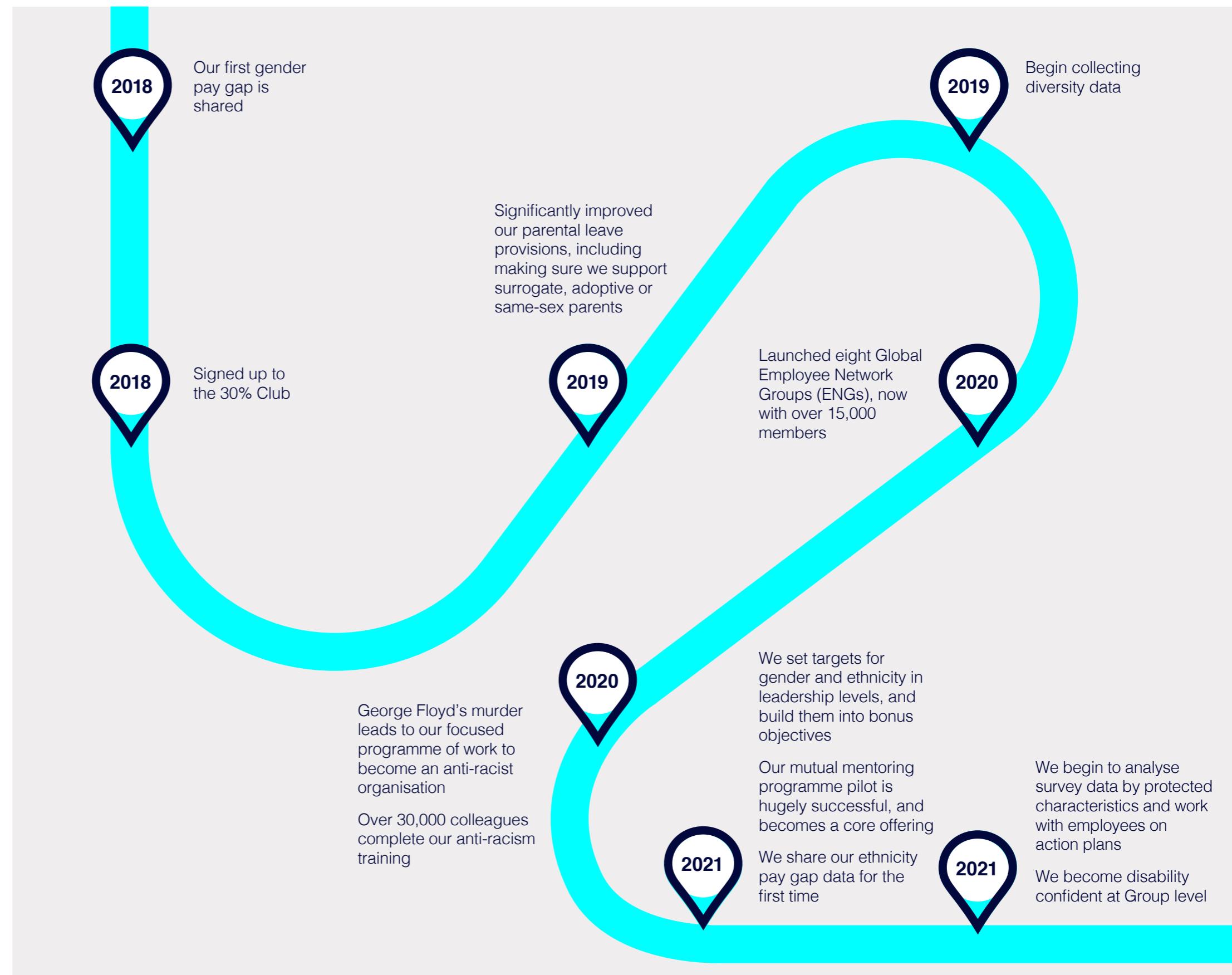
# Our Diversity and Inclusion journey

# Our starting point

At Capita, we are committed to creating an environment where diversity is valued, respected and included; where we benefit from all colleagues sharing their different perspectives and bringing their whole selves to work. In this way, each person can do their part to create better outcomes. You can read more about this in our Diversity & Inclusion policy, [here](#).

Our progress towards being a truly inclusive and diverse employer and workplace has been a journey, and while we've made a lot of progress, we know we still have further to go.

Continue through this report to see the actions we've taken in 2022. All actions are applicable globally (except where otherwise indicated) this includes UK, ROI and our many international locations.



# In 2020, we agreed three corporate commitments to diversity and inclusion, and we supplement these with evolving priority goals

## Commitments

### Representation

We will have a sustainable representation of diversity at all levels of the workplace, which reflects the communities we operate in

### Culture

We will create an inclusive culture with zero tolerance for discrimination

### Education

We will educate and raise awareness of diversity-related challenges in the workplace and through the power of our networks

## 2022 Priority Goals

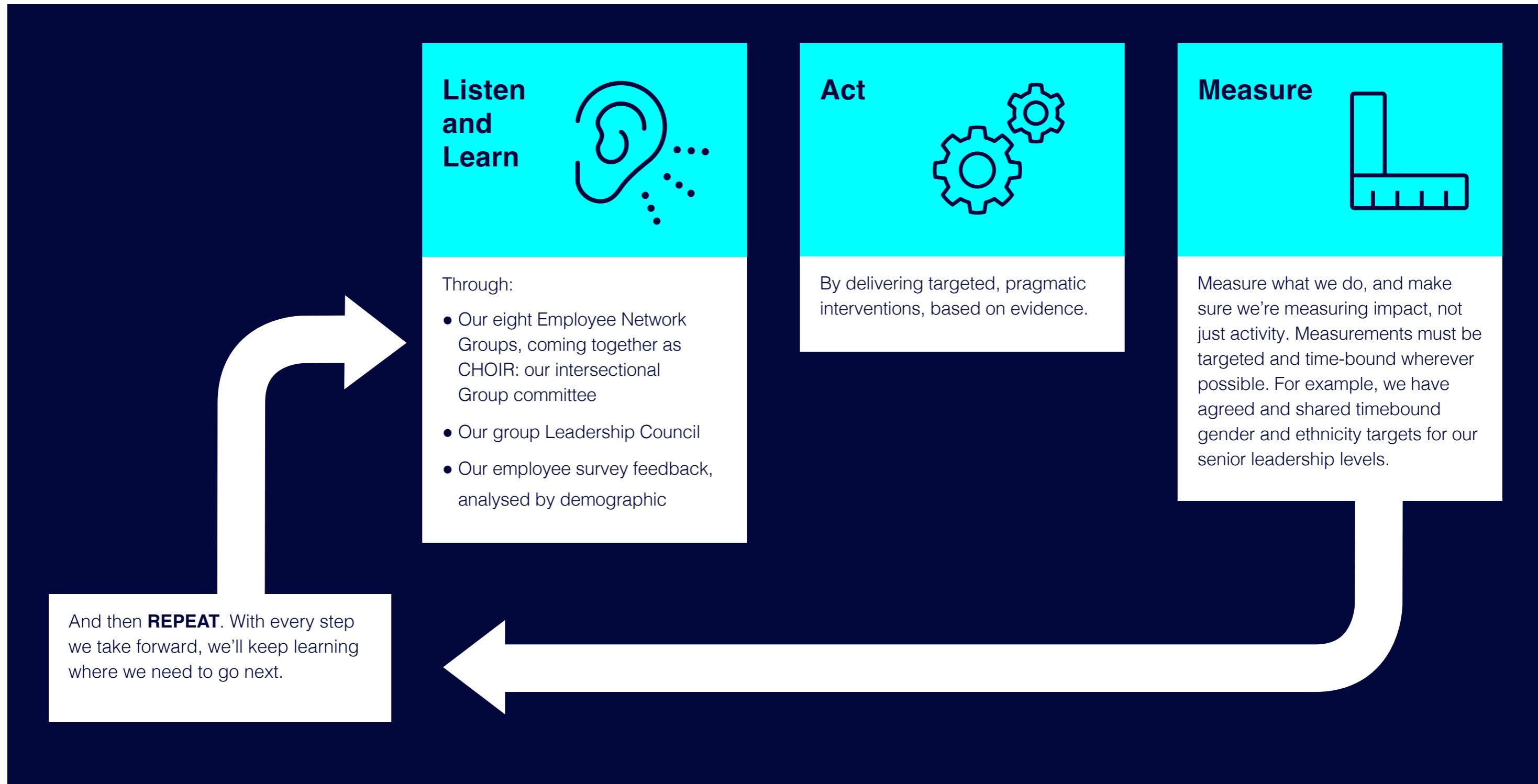
To increase female representation in senior levels of the business and therefore reduce the gender pay gap

To increase Black and minority ethnic representation in mid and senior levels of the business

To improve how we attract, support and retain people with a disability or different ability



# To deliver these goals we:



## Some of the numbers so far:

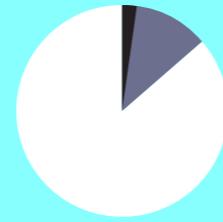
**41%**

In our global senior leader levels, we now have **41%** women (against a 38% target for 2022)



**13.8%**

Our senior leaders in the UK are **13.8%** ethnically diverse and **2.4%** Black – both ahead of our 2022 targets and on track for our 2023 goals.



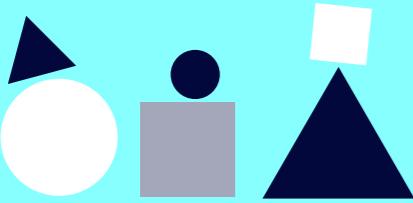
**15,000**

We have over 15,000 members and more than **60 committee members** across 8 Employee Network Groups: EmbRACE, Rainbow Alliance, Gender Equality, Generation, Multi-Faith, Ability and Wellbeing. All our networks are available to all colleagues globally.



**74%**

In 2022 our global Inclusion index has risen to 74%. 77% of colleagues believe everyone can succeed to their full potential, irrespective of their characteristics, and **83% of colleagues say they can be themselves at work**



**340**

Over 340 colleagues have now completed (or are completing) our award-nominated race and ethnicity **Mutual Mentoring programme and we've just launched our pilot for gender**



**92%**

of colleagues say their manager has or would **take action** against any form of discrimination, harassment or bullying

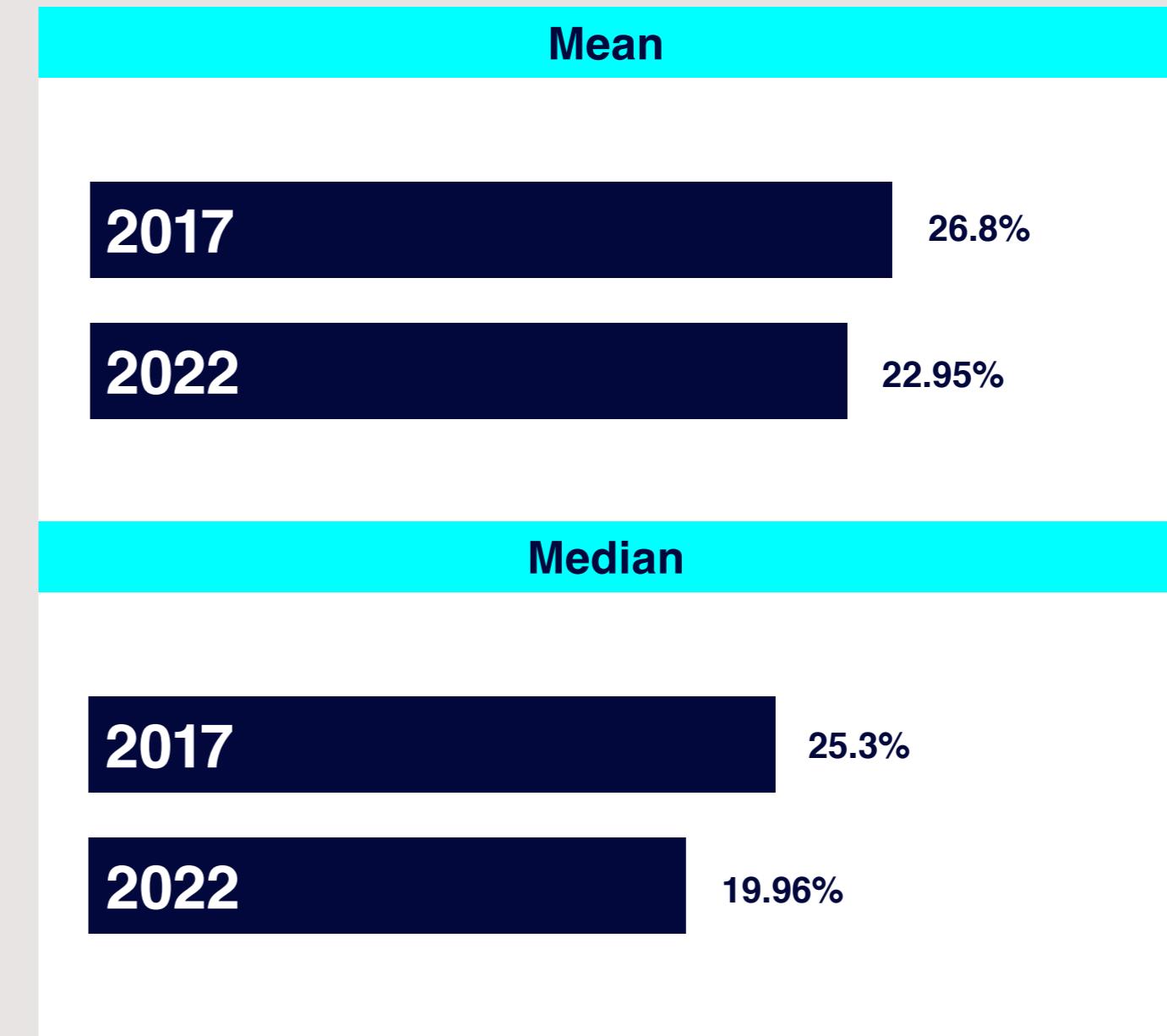




# The 2022 Gender Pay Gap

# Capita's gender pay gap

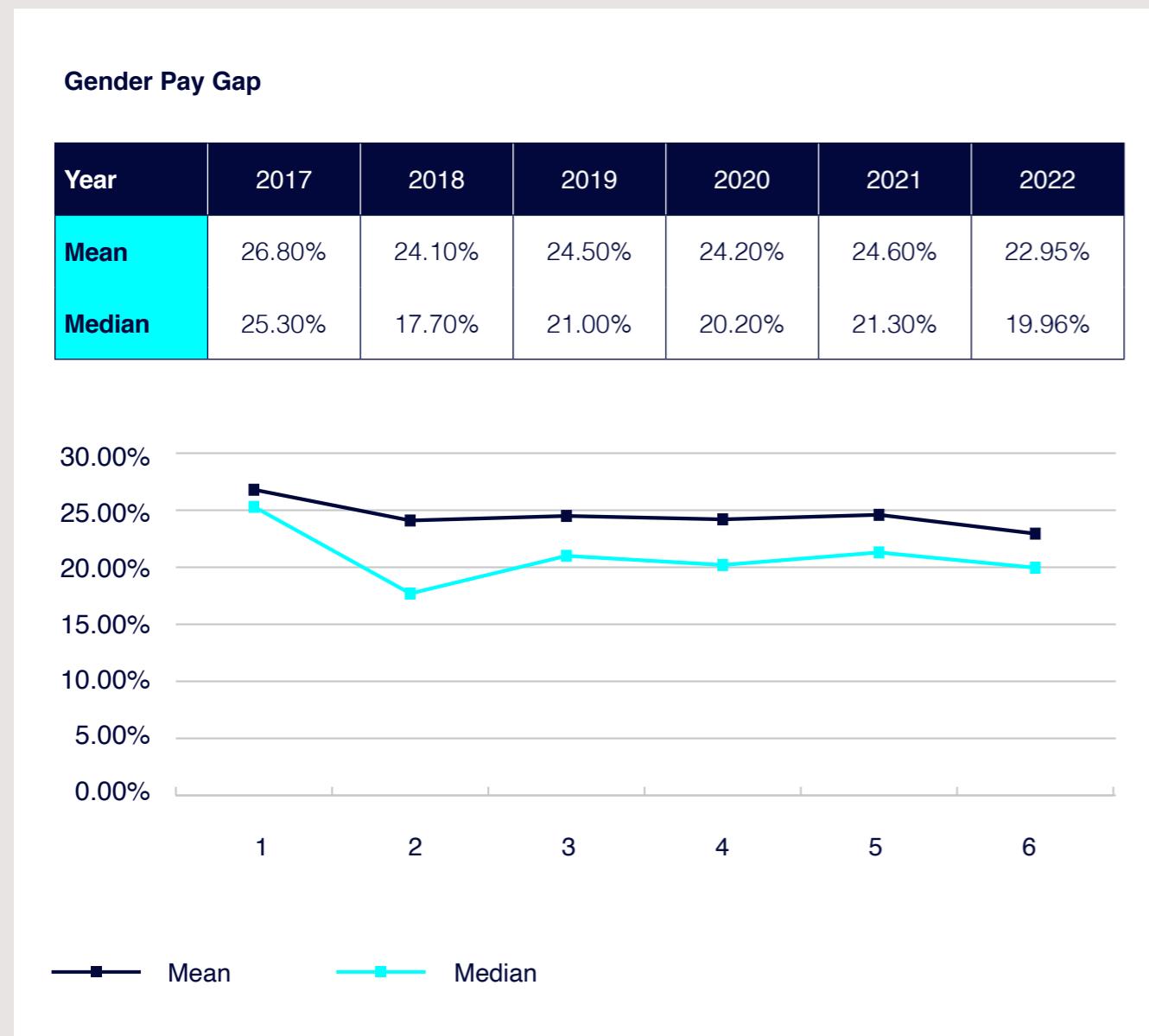
We have **26 legal entities** that meet the reporting criteria on the UK Government's Equality Act 2010. Additionally, we provide information of our pay gap covering our whole UK business as detailed below. Results from each of our legal entities, as well as our results for the Republic of Ireland, can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



Our median gap has improved by **5.3%** since we began reporting in 2017, and our mean by **3.85%**.

# Capita's gender pay gap

Our gender pay gap reduced by 1.34%, taking us to a median gap of 19.96%. Since Capita began reporting, we have reduced our gender pay gap by a fifth of the original gap. We also saw our mean drop 1.65% in 2022, delivering a reduction of nearly 4% since we began reporting in 2017.



# 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.

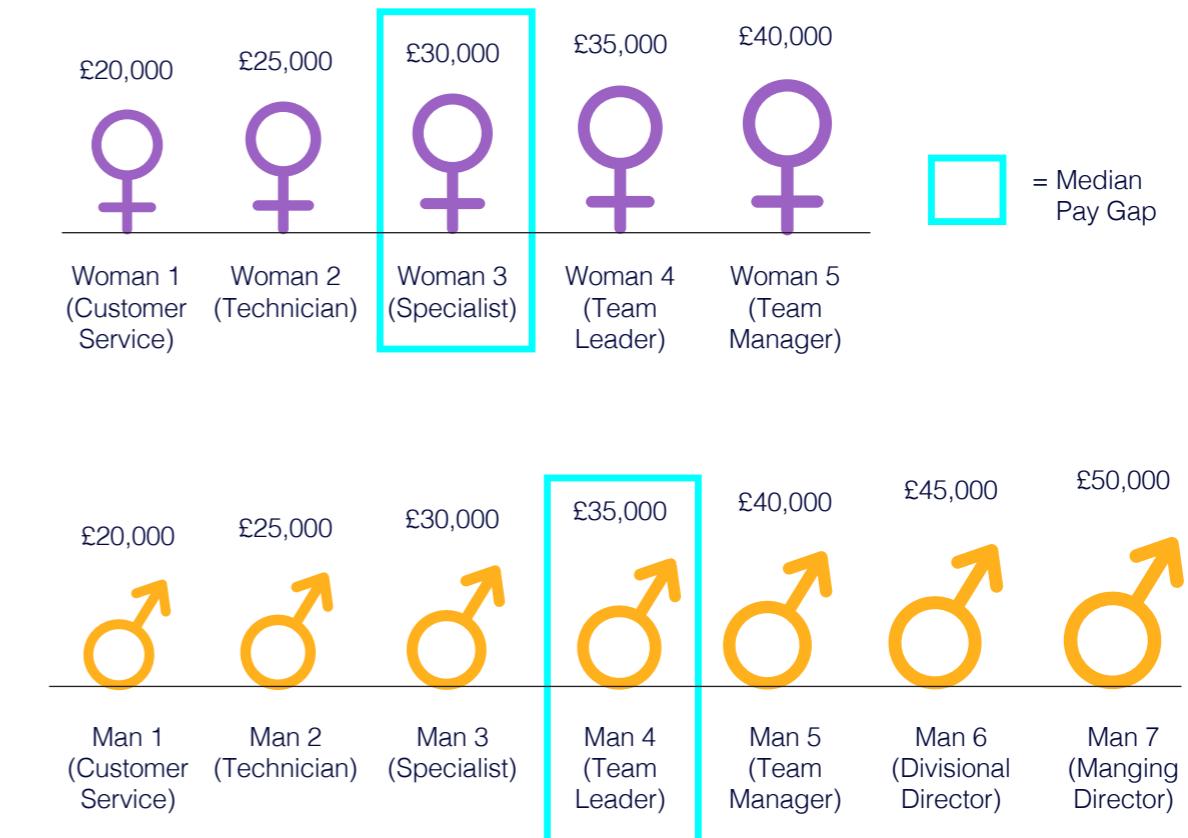


## Median

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.



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.

# Why do we have a gender pay gap?

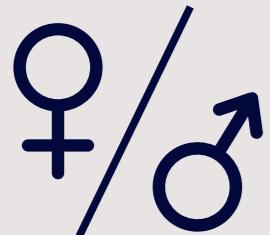
There are two reasons we have a gender pay gap in Capita (in both the UK and ROI):

**1** We are a strong employer of women, with a nearly 50/50 gender split. This is the good news and puts us ahead of many other companies in supporting women in the workplace.

**2** We do not yet have an equal representation of women in the top pay quartile. This is our challenge, and continues to be a core global focus area.

As an employer, we are committed to providing job opportunities to all genders equally, and we are conscious that many of the core benefits we offer in parts of the Group, such as flexible work, part-time work and remote working, are particularly appealing to our female colleagues and candidates. This is one of the reasons we believe we're such a strong employer for women.

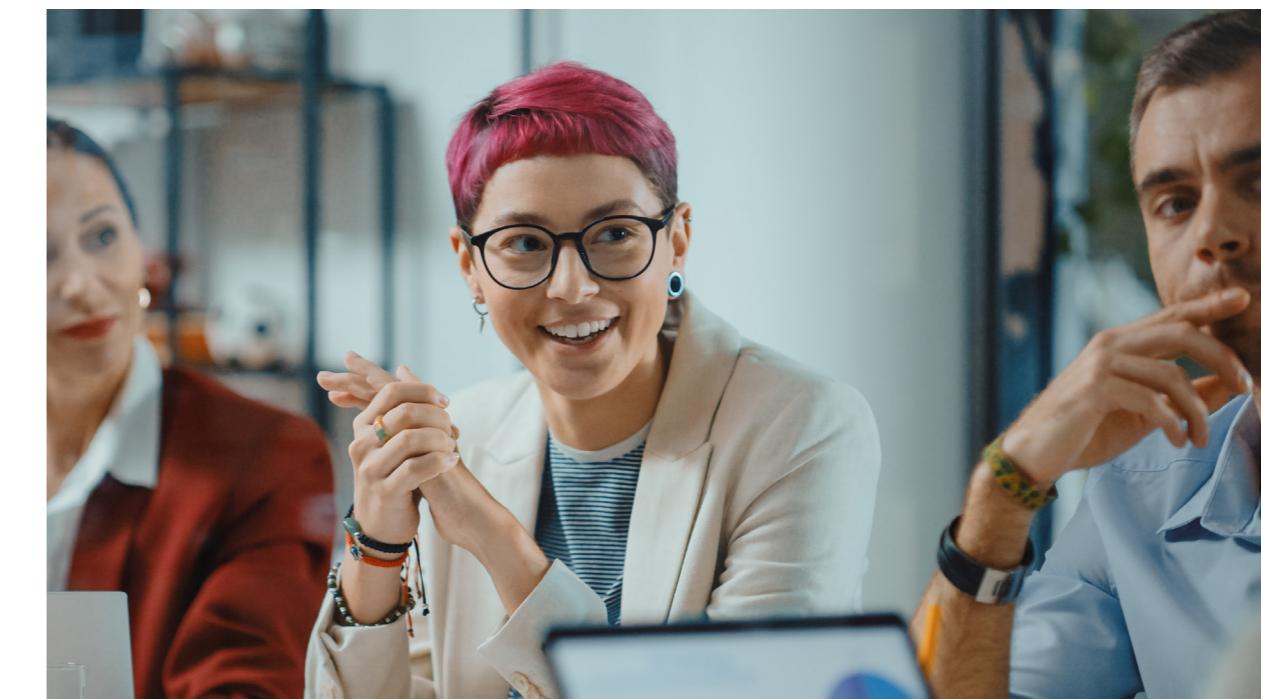
However, in our top quartile we still have an imbalance of women and men, and this is where we're focussing. One of our strategies is expanding our approach to flexible and hybrid or remote working to leadership roles, as this is something our female colleagues have told us would help unblock their career progression.



**“As a mum of two-year old twins, I couldn’t be in a senior leadership role in a lot of companies, because I wouldn’t be able to work as flexibly as I need to. Within Capita, I am part of the Global People Leadership team, and am now the Group director for three aspects of the business. My career is growing and expanding, all while I’m able to be the parent I want to be.”**

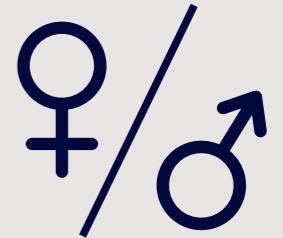
**“My personal goal is for everyone in Capita to be able to succeed to their absolute best, without family, caring or other responsibilities being a barrier to progression.”**

**Caitlin Kinsella**  
Group Director of Employee Engagement,  
Diversity & Inclusion & Responsible Business



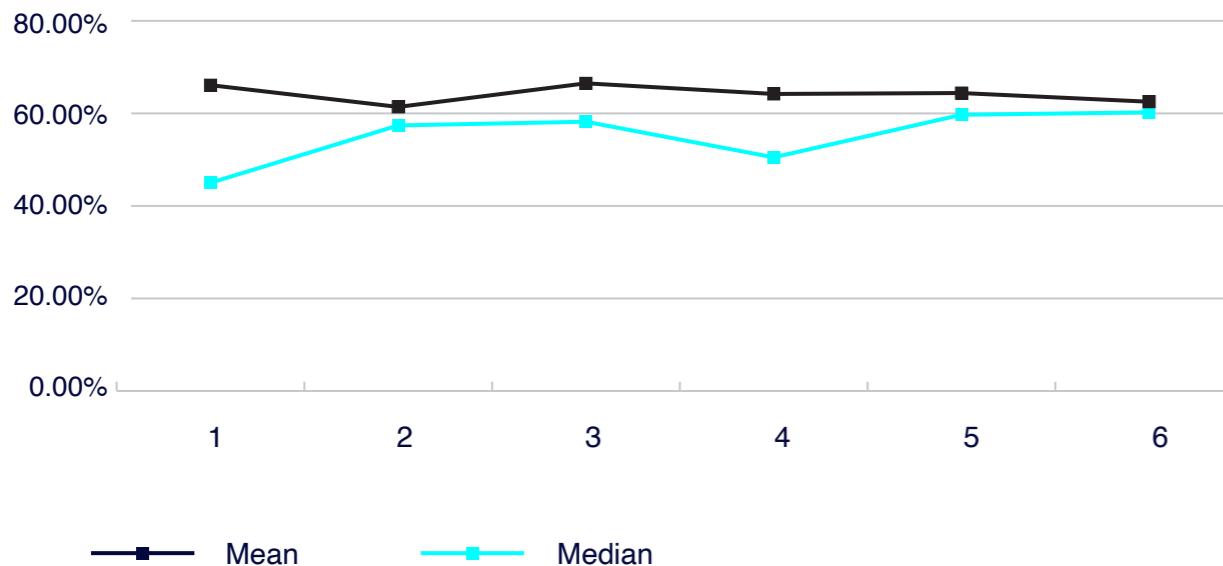
# The bonus pay gap

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.



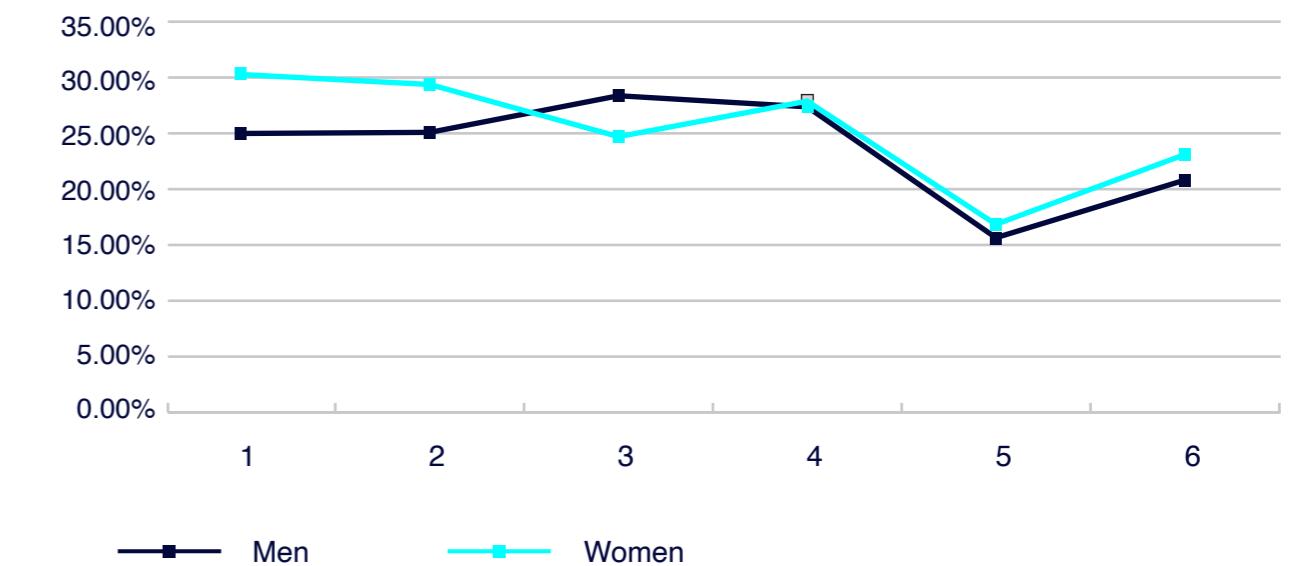
**Bonus Gender Gap**

Year	2017	2018	2019	2020	2021	2022
<b>Mean</b>	66.10%	61.40%	66.50%	64.20%	64.40%	62.52%
<b>Median</b>	45.00%	57.40%	58.20%	50.50%	59.70%	60.22%



**Bonus by Gender**

Year	2017	2018	2019	2020	2021	2022
<b>Men</b>	25.00%	25.10%	28.40%	27.40%	15.60%	20.79%
<b>Women</b>	30.30%	29.40%	24.70%	27.90%	16.80%	23.08%



# Our Pay Quartiles

When we look within our pay quartiles, it's evident that our challenge continues to be in the upper pay quartile. In all three lower quartiles, the pay gaps are lower than the Equalities and Human Rights Commission guidance of 5%.

Positively, we have more than halved the gender pay gap in our upper quartile since 2018, from 15.7% to 7.8%. We will continue to work to drive this below 5%.



## Pay Quartiles

Upper pay Quartile	2022	2021	Variance
<b>Men</b>	69.60%	70.88%	
<b>Women</b>	30.40%	29.12%	
<b>Pay gap (median)</b>	7.88%	7.80%	-0.08%
<b>Pay gap (mean)</b>	7.39%	9.37%	1.98%

Middle pay Quartile	2022	2021	Variance
<b>Men</b>	51.07%	55.87%	
<b>Women</b>	48.93%	44.13%	
<b>Pay gap (median)</b>	1.30%	0.14%	-1.16%
<b>Pay gap (mean)</b>	0.87%	0.14%	-0.73%

Lower Middle pay Quartile	2022	2021	Variance
<b>Men</b>	47.50%	47.94%	
<b>Women</b>	52.50%	52.06%	
<b>Pay gap (median)</b>	2.36%	3.07%	0.71%
<b>Pay gap (mean)</b>	1.73%	2.02%	0.29%

Lower pay Quartile	2022	2021	Variance
<b>Men</b>	42.41%	43.78%	
<b>Women</b>	57.59%	56.22%	
<b>Pay gap (median)</b>	-0.05%	-0.35%	-0.30%
<b>Pay gap (mean)</b>	-0.40%	-0.29%	0.11%

# Message from Gender Equality Network Chair – Sara Cullum



The gender pay gap represents a very real divide in the workplace. It is global, well documented and persistent. It shows us the reality that women are so often left behind and gives us a tangible figure to demonstrate by just how far. In its last report (2021) the World Economic Forum estimated a global gender pay gap of 37% or having 267.6 years to wait for gender parity.

So, if this is so simple to see why is it still an issue? Women are more likely to be primary caregivers, to work part time, to get offered lower starting salaries, to negotiate less often and less rigorously, to work in industries which pay less

and to leave the workforce due to personal commitments. There seems to be an expectation on women to prioritise home and family over work and professional pursuits. All of this is reflected in the gender pay gap figure and how women earn versus men.

It may seem like an insurmountable problem, but the good news is that progress is being made already. The UK is seeing more women in CEO positions, on the boards of FTSE 500 companies, and building brands as entrepreneurs. We're observing more women acting as breadwinners, and more men acting as primary caregivers. We're seeing companies take the lead, protecting their employees with progressive policies and encouraging diverse input. The progress is slow, but it is progress.

In Capita, we are focused on getting more female representation in senior roles (44% female executive and board representation), ensuring unbiased practices at hiring so that women have a fair shot and incentivising managers to ensure diversity in their teams. We're offering programmes targeted towards our female colleagues which aim to reduce the divide, through education, mentoring, and creation of real career opportunities. We are reviewing policies that disproportionately impact female colleagues

to make sure they are fit for purpose and truly serve those they are designed for. To cap this all off, we're supporting our Employee Network Groups to drive change and Capita has asked us to hold them accountable for its promises and obligations. We're not only driving change, we're actively powering it and inviting colleagues to challenge, support and get involved.

The pay gap at Capita is 19.96% this year. We're moving in the right direction, but still have a way to go. The initiatives we deliver will help, but we also need real support from colleagues (of all genders) and broader society, to bring this change to life. I call on everyone to challenge yourself, your perspectives and your practices. What more can your organisation do? How can you drive positive change in your community? How can you personally challenge your own bias or become a better ally to people of all genders?

Only with this combined effort can we truly bridge the gap, and build the speed we need to see material change in our lifetimes.

**Sara Cullum**  
Chair Gender Equality Network & Senior Development Specialist  
Republic of Ireland



**“ We're not only driving change, we're actively powering it.”**

# So, what are we doing about our gender pay gap?

With the exception of our life leave policy (which requires some geographical variance) all of these interventions apply to colleagues globally, including the UK, Republic of Ireland, South Africa, India, Europe, the UAE, the United States and anywhere else Capita is an employer.

## Listening and Learning

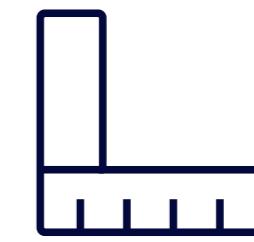
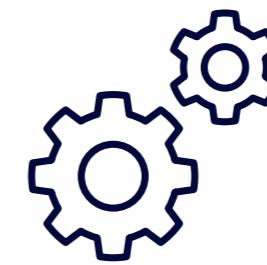
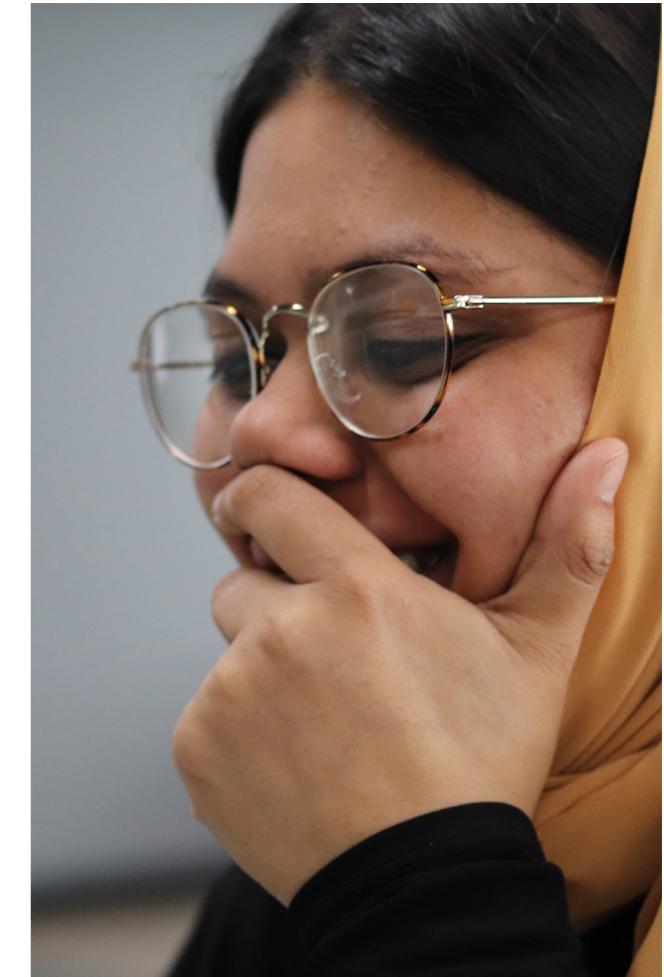
- Working continuously with our Gender Equality ENG to understand the priorities and concerns of our people
- Launching Mutual Mentoring for gender, to learn from each other and grow leaders as allies
- Analysing our employee survey results and associated data by gender to identify any key variances

## Acting

- Launched RISE for women, our senior leadership 'unblocking' programme. Available to all women across Capita
- Launched a new Life Leave policy
- Updated our pay policies
- Created a Parental Partners support programme
- Guided by our colleagues, launched a new Menopause policy
- Recruited and appointed our first Capita Leadership Council
- Committed to inclusive hiring including a 60% shortlist target for women in senior roles
- Embedded a virtual-first approach to roles wherever possible
- Began launch of Career Path Framework

## Measuring

- Agreed targets for female representation in senior leadership roles, globally
- Built reporting on these targets into regular performance reviews and bonus options
- Launched a new diversity dashboard to give businesses more real-time oversight of their progress
- Monitoring gender comparisons (live) in our performance and salary review processes



# Programmes and support

## RISE for Women

RISE for Women is a new senior leadership development programme specifically designed for female colleagues, to address what they have identified as the key blockers to leadership roles. We developed this programme in-house, based on interviews and focus groups with our employees, and working in collaboration with our Gender Equality network. The programme launched at the end of 2022, and programme outcomes will be tracked and evaluated in 2023.



## Time off – for early pregnancy loss, fertility treatment and more

We want all colleagues to have the support and flexibility to help balance work, family commitments, wellbeing and the ups and downs of life. We also know this particularly helps women in continuing to balance outside commitments with a successful career. Therefore, in 2022 we launched our new Life Leave policy, which:

Removes the qualifying period for parental leave, so now employees can take up to 4 weeks unpaid leave per annum for each child up to 18 years old from day one of employment

Removes the qualifying period for flexible working requests, so now employees can make a formal request to work flexibly from day one of employment

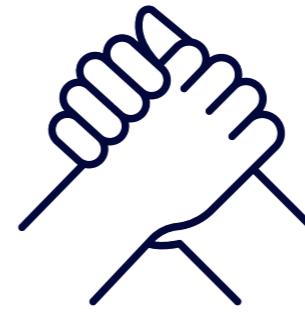
Extends parental bereavement leave rights, so now employees can receive up to two weeks paid leave for any pregnancy loss, not just after 24 weeks

Introduces new provisions for fertility treatment, so our people can receive reasonable paid time off for attending fertility appointments

Introduces new provisions for carers, so now employees can take up to one week's unpaid leave per annum to help if they have caring responsibilities

## Mutual Mentoring Gender

Our Mutual Mentoring programme, first launched for race and ethnicity, aims to raise awareness, build understanding, forge relationships and create better allies. Following the success of our first programme, we have now launched a new programme focused on gender. Any colleague that identifies as female will act as the mentor, sharing their experiences with a more hierarchically senior mentee. The mentor and mentee will go through a series of topic packs which educate and challenge on gender-related issues. The mentor will also benefit from career support and guidance from the mentee.

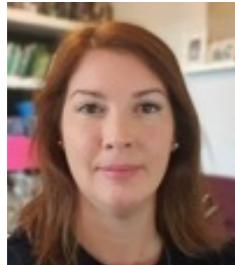


## Supporting colleagues through the menopause

We know that the menopause can be a huge concern for our female employees and is often not spoken about in the workplace. So, in 2022, working with our Employee Network Groups, we:

- Signed up to the Menopause Workplace Pledge, and also:
- Introduced a new menopause procedure - providing guidance for colleagues experiencing menopausal and peri-menopausal symptoms, and their managers.
- Broadened the use of our adjustments passport - which we use to help identify, discuss, agree and record workplace adjustments.
- Began recording menopause related absence – introducing a separate absence reason for menopause to encourage colleagues to record if their absence is menopause-related (where they know).
- Held our first virtual Menopause Café – giving time and space to discuss the menopause without expectations or experts, open to all ages and genders

# We are creating better by:



## Growing exceptional female leaders from the ground up

**“** I joined Capita 14 years ago as an HR Advisor, looking after our Resourcing businesses. The variety of work I was involved in meant that I was exposed to a variety of HR projects and day to day HR issues, which kept me motivated and constantly developing.

After a couple of years, I moved into a Change role, working with our external clients delivering HR Shared Service centres. This was a key turning point for me, Capita invested in my development and exposed me to Lean/Six Sigma. I quickly put the learning to good use, becoming part of a Project team who would transform HR delivery centres for our clients, streamlining process and implementing new technology where required.

Since 2013, I've had 2 periods of maternity leave and each time I came back Capita offered me more career and development opportunities. Capita has provided me with the flexibility to reduce my hours to support my children through their early years, and after my second period of maternity, I was asked to head up our internal shared services.

Currently I am on secondment as a Divisional People Director, my biggest challenge so far. With the backing of Executive Committee members I have been given this development opportunity and the support to succeed in a role that I do not have previous experience in. Capita has nurtured my potential and given me the foundation to succeed.”

**Hannah Vockins**  
Divisional People Director



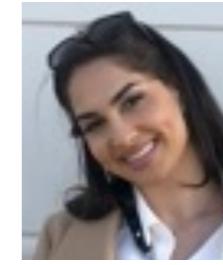
## Supporting flexibility for senior female leaders

**“** I have worked for Capita for 20 years and it's fair to say when you find a genuine organisation like ours you should hold onto it.

My journey at Capita started as a Call Centre agent and as I moved up the career ladder I undertook various roles. I've found taking part in the 30% Club mentoring programme and the Capita Mutual Mentoring programme gave me the confidence and drive to always take on the next big challenge. We are capable of anything, so always dream big and go for it.

I've always felt it is important to balance work and home life and Capita has created an inclusive and respectful workplace for women who feel that they can do both and one that works for everyone. Since 2020 and the pandemic that shook the world, Capita quickly introduced a new way of working. We've adopted a hybrid working model that's been a positive step change for many. Capita is at the forefront of driving inclusion, as it allows more flexibility in our everyday lives. Something I'm grateful for.”

**Dal Mahal**  
Operations Director



## Supporting emerging female leaders to find the careers that matter to them

**“** I began my career with Capita just over two years ago as a Graduate Software Project Manager, feeling proud, I was a young female from an ethnic background and working in STEM. Sometimes having that level of intersectionality can make you feel like you're at the back of the queue for everything, especially in the workplace.

Growing up I always worried about my future and where I could take it. My gender and ethnicity could have been something that slowed my opportunities down. However, reviewing how my career has progressed with Capita so fast and so successfully, I can say with confidence it's something I hardly consider now. I've had incredible support from managers, colleagues and allies across Capita, I've noted that everyone steps up, regardless of their background, age, race, sex, etc. I can really see that Capita is embodying our commitments, values and purpose in such a positive way. It's created an environment for us to tackle obstacles in this space so effectively for the betterment of our colleagues, no matter who they are.”

**Assal Kaabipour**  
Programme Capability Manager



# The 2022 Ethnicity Pay Gap

# Declaration of ethnicity

Ensuring our colleagues feel safe to share their ethnicity is an indicator of the trust they have in an organisation and it's critical to us being able to accurately identify our ethnicity pay gap. Over the past two years we've increased ethnicity declaration by 5% within the UK, to 77%. We will continue to work to increase this in 2023.

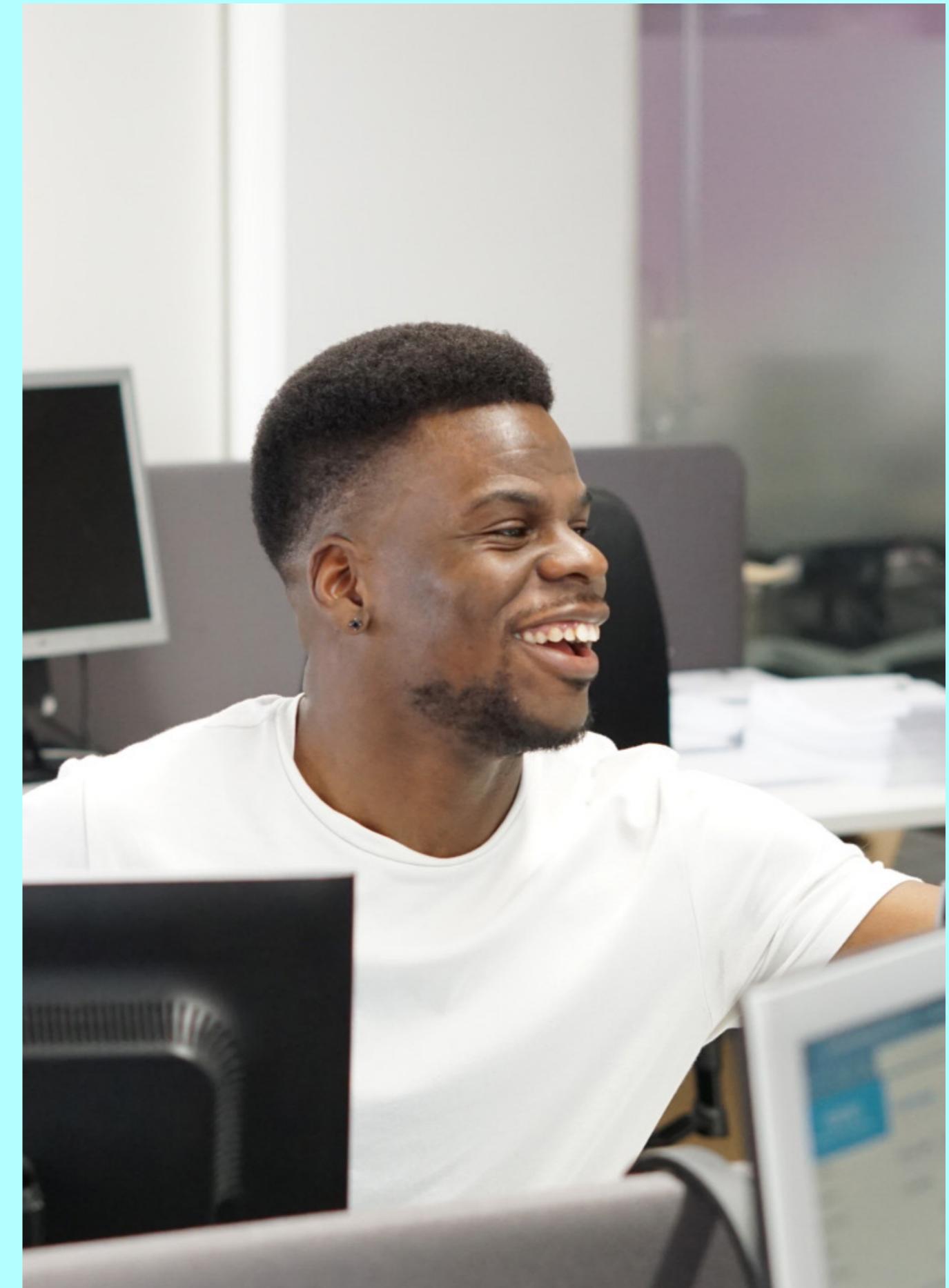
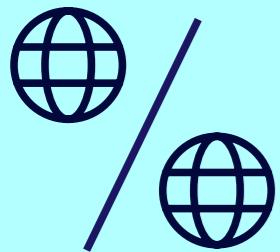
It's important to acknowledge that changes in our ethnicity declaration may affect our pay gap, whether or not the pay gap has materially changed. E.g. if more colleagues tell us their

ethnicity, we have more data on which to build the pay gap and this may identify that the gap is larger than we originally thought.

Regardless, we will continue to focus on what we believe is the key driver of our gap: a lack of sufficient ethnic diversity in senior leadership roles. That's why we're pleased to say that we are currently exceeding our 2022 targets for diverse leadership.

## Ethnicity Pay Gap

Year	Declaration	Ethnicity	White	Asian	Black	Mixed	Other
2020	72%	Capita UK	73.12%	10.69%	3.03%	1.64%	9.89%
2021	74%	Capita UK	75.00%	12.00%	4.00%	2.00%	7.00%
2022	77%	Capita UK	72.00%	15.00%	5.00%	2.00%	5.00%
<b>Variance from last year</b>							
-3.00% 3.00% 1.00% 0.00% -2.00%							
<b>Variance since reporting</b>							
-1.12% 4.31% 1.97% 0.36% -4.89%							



# Capita's ethnicity pay gap

In 2022, we have a median ethnicity pay gap of 21.6% and a mean of 16.33%. Both these figures have increased since we began voluntarily sharing this data in 2020. This significant change is likely due to an increase in the sharing of ethnicity data – the more people who share their ethnicity with us, the better we are able to identify

the true scale of the gap. In 2020, our ethnicity declaration within the UK was 72%, in 2022 it is 77%. We will continue working with employees to increase the sharing of data, so that we have the best data on which to act, and measure progress.



## Ethnicity Pay Gap

Median					
	Other	Black	Asian	Mixed	Black, Asian and minority ethnic
2020	35.30%	3.70%	16.10%	13.30%	13.80%
2021	32.40%	-0.90%	18.00%	12.30%	14.40%
2022	29.61%	5.54%	23.00%	17.53%	21.60%
Diff					
2021 - 2022	-2.79%	6.44%	5.00%	5.23%	7.20%

## Ethnicity Pay Gap

Mean					
	Other	Black	Asian	Mixed	Black, Asian and minority ethnic
2020	35.30%	12.20%	12.60%	12.70%	12.50%
2021	29.30%	9.50%	12.60%	12.80%	12.00%
2022	25.09%	12.28%	14.14%	18.34%	16.33%
Diff					
2021 - 2022	-4.21%	2.78%	1.54%	5.54%	4.33%

# Quartiles

When we look within our pay quartiles, it's evident that our key challenge is in the upper pay quartile – as it is in gender. In almost all three lower quartiles, across all ethnicities, the pay gaps are lower than the Equalities and Human Rights Commission guidance of 5%. The one exception is for 'other' colleagues in the upper middle and middle quartile, with a median difference at 6.2% and 5.1% respectively.



In the upper quartile, the average for ethnically diverse colleagues is 7.1%, although here we see a notably higher variance for Black colleagues, at 12.9%, and mixed-race colleagues, at 13.7%.

## Upper Quartile

	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Median	£32.37	£29.12	£29.86	£28.21	£31.14	£27.93	£30.09
Diff	–	–	7.8%	12.9%	3.8%	13.7%	7.1%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£37.90	£35.16	£35.78	£34.45	£35.65	£32.89	£35.12
Diff	–	–	5.6%	9.1%	5.9%	13.2%	7.3%

## Upper Middle

	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Median	£17.82	£17.33	£18.92	£17.86	£17.90	£17.41	£17.87
Diff	–	–	-6.2%	-0.3%	-0.5%	2.3%	-0.3%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£17.97	£17.60	£18.47	£18.05	£18.03	£17.78	£18.01
Diff	–	–	-2.8%	-0.4%	-0.4%	1.0%	-0.2%

## Lower Middle

	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Median	£12.40	£12.72	£11.76	£12.18	£12.12	£12.34	£12.14
Diff	–	–	5.1%	1.7%	2.3%	0.5%	2.1%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£12.45	£12.64	£12.12	£12.26	£12.22	£12.19	£12.23
Diff	–	–	2.6%	1.5%	1.8%	2.1%	1.8%

## Lower

	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Median	£9.71	£9.78	£9.64	£9.62	£9.64	£9.63	£9.63
Diff	–	–	0.7%	0.9%	0.8%	0.9%	0.8%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£9.76	£9.69	£9.70	£9.68	£9.74	£9.78	£9.73
Diff	–	–	0.7%	0.8%	0.3%	-0.1%	0.3%

# Why do we have an ethnicity pay gap?

As with gender, there are two key reasons we have a significant ethnicity pay gap in Capita:

**1** Overall we have an ethnically diverse workforce: 16% of our workforce (of those who have shared their ethnicity) identify as an ethnicity other than white. According to the 2011 UK census, 14% of the population identified as an ethnicity other than white, therefore this indicates we are broadly representative of the UK's ethnic diversity.

**2** However we do not yet have a proportionate representation of ethnicities across all four pay quartiles. Specifically our lowest pay quartile is 26% Black, Asian or other ethnic minorities, while our highest pay quartile is 13%. This imbalance is key to our ethnicity pay gap.

As an employer, we are committed to providing job opportunities to all of our people equally, regardless of race or ethnicity. We have therefore agreed a number of actions, working in partnership with our EmbRACE and Black Employee Network Groups, to address barriers and increase equitable career

progression. A number of these actions can be seen in the following pages. We are particularly pleased that this year we are exceeding our in-year target for Black and minority ethnic senior leaders, although we know we still have much work to do.



# What are we doing about our ethnicity pay gap?

## Listening and Learning

- Working continuously with our EmbRACE ENG (and sub-groups including our Black Employee Network and Black Lives Matter Advisory Group) to understand the priorities and concerns of our people
- Continuing with Mutual Mentoring for ethnicity (now with over 300 participants), to learn from each other and grow leaders as allies
- Analysing our employee survey results and associated data by ethnicity to identify any key variances

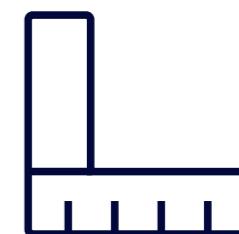
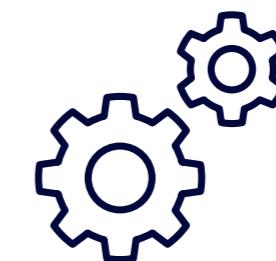
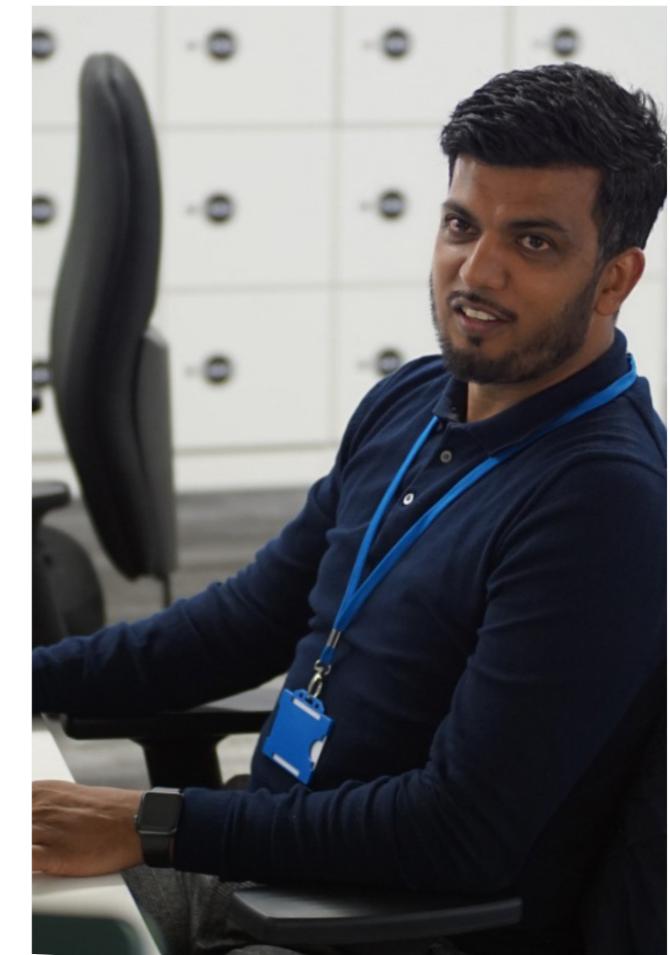
This report focusses on the UK for ethnicity, however we are also working globally to ensure our actions and measures are appropriate for different geographical regions.

## Acting

- Continued with our internal RISE programme for Black and minority ethnic leaders
- Updated our pay policies
- Recruited and appointed our first Capita Leadership Council
- Committed to the 10,000 Black interns programme
- Developed and launched our anti-racism training
- Committed to inclusive hiring including a 20% shortlist target for ethnicity in senior roles
- Growing leaders through Mission Include, an external mentoring programme to grow Black and minority ethnic leaders
- Launched our licence to hire training module to reduce bias in hiring processes
- Relaunched our Speak Up programme (for anonymous reporting of breaches of code of conduct) and began a process to train Employee Network Group members as grievance hearing managers

## Measuring

- Agreed targets for ethnically diverse representation in senior leadership roles, globally
- Built reporting on these targets into regular performance reviews and bonus options
- Launched a new diversity dashboard to give businesses more real-time oversight of their progress
- Monitoring ethnicity comparisons (live) in our performance and salary review processes



# Programmes and support

## Mutual Mentoring – Ethnicity

After the murder of George Floyd, Capita held listening sessions with our Black, Asian and minority ethnic colleagues to give a voice to the many issues they face. This was an eye-opening experience that created a safe space for all to discuss the issues of racism, bias and the many other issues our colleagues face. This led to a reverse mentoring programme being launched called Mutual Mentoring. The programme is a non-hierarchical development relationship between two mentoring individuals.

A mentor (a Black, Asian or minority ethnic colleague) is paired with a white senior colleague over a 12-month period.

The pair will discuss many of the issues that the mentor faces in and outside of the workplace. The lived experience of the mentor shines a light on the numerous inequalities that our mentors face.

We aim to create a culture of diversity and awareness by having a safe space to learn, explore and ask sensitive questions.

The success of the programme has led to honest conversations within Capita that allow for real change for all. With an average Net Promoter Score of 73, the programme continues to offer colleagues an opportunity to learn and challenge racism.

## RISE – Ethnicity

RISE is Capita's internal career development programme specifically designed to help colleagues from underrepresented groups who desire to drive their career forward into leadership positions.

This year we piloted a cohort of 20 colleagues, focusing on colleagues from diverse backgrounds and began them on a transformational career journey that addresses systemic career barriers.

Through action learning we create a positive and safe platform to remove barriers, restore confidence and trust by building tangible leadership skills and capabilities. This in turn empowers participants to become strong candidates and confidently apply for a leadership role knowing that when they are in that role they can successfully perform.

Successful completion of the pilot has seen 42% of the cohort move into a secondment or promoted into a permanent role within the business.

## Dedicated ENG

EmbRACE, Capita's Race and Ethnicity Employee Network, which aims to champion all races and ethnicities within Capita and help them thrive.

Along with our commitment to understanding the challenges faced by ethnic minorities all over the world, we want every Capita colleague to feel they can be their authentic selves at work, be part of an organisation where everyone is treated fairly, and where access, opportunities and advancement are available for all.

Our Black Employee Network (BEN) is a chapter of EmbRACE where Black colleagues in Capita can be empowered and supported throughout their career in Capita, allowing them to excel in their careers without being limited or harmed by the effects of racism.

## Celebrating Black History Month

In 2022, we again celebrated the exceptional Black talent and allies in Capita with an awards programme run by our Black Employee Network. This year, we received over 180 nominations and enjoyed a hugely popular in-person and virtual award ceremony with our second Black Employee Awards.



# Launch of our Leadership Council

In 2021, our Black Lives Matter Advisory Group suggested we should introduce an opportunity for more diverse thinking in executive decision-making. We therefore designed and launched a Capita Leadership Council; formed of eleven employees from across the business.

Council members have the opportunity to feed directly into the executive with ideas, suggestions and feedback on key organisational strategies. They are also each mentored directly by members of the executive committee and are receiving specific development to help them as current or future Capita leaders.

The make-up of Council members is 90% female, ethnically diverse or both. Key activities they have already contributed to include Group-level attrition and Net Zero planning.



**“** I am very grateful for the opportunity given to me to serve on Capita's leadership council which is made up of individuals who reflect the diversity

of Capita and the goal of the organisation to ensure talented people from all groups get a fair opportunity. The Leadership council provides us with the ability to act as an advisory group to our Executive Committee and represent our colleagues from across the organisation. This is important to ensure that diversity of thought is represented at the very top of Capita.

One thing I was impressed by was that the recruitment process was very fair as Capita used a 'blind' recruitment process to ensure transparency and the avoidance of nepotism or unconscious bias, thus ensuring everyone had an equal opportunity when applying.

My own journey in the last couple of years with Mission Include, EmbRACE network and now Leadership Council demonstrates to me the opportunities available to both women and people from an ethnic minority within Capita. ”

**Fola Odunukan**

PMO Manager | Chair EmbRACE Network | Capita Leadership Council



**“** Capita's Leadership Council is a great opportunity for all involved. It provides a forum through which individuals can build their leadership

capabilities, influence Capita's strategy and implement recommendations that will help the business succeed. The process by which individuals were selected, using psychometric testing, reinforces the changes we've made to create an unbiased selection process. ”

**Amrit Saroya**

National Relationship Director | Capita Leadership Council

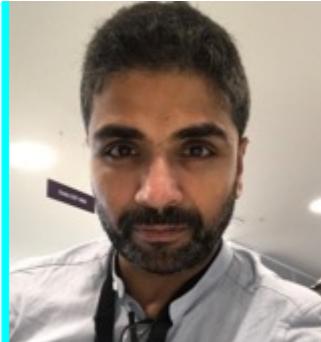


# Our leadership council



**Amrit Saroya**

Head of Business  
Management Capita  
Public Service



**Sunil Shah**

Head of Legal  
Capita Public Service



**Aps (Ajit Aparajita)**

Financial Services MD  
Customer Experience



**Fola Odunukan**

Senior Consultant  
Capita Public Service



**Steph Bright**

Research & Insights lead  
Capita Public Service



**Adithya Chivakula**

Associate Director  
Technology &  
Software Support



**Eileen Lewis**

Socially Responsible  
Resourcing Manager  
Group Resourcing



**Tiina Stephens**

Operations Director  
(Strategy & Products)  
Capita Public Service



**Marcel De Jonghe**

D&I Consultant  
Group People



**Gill Burgess**

Delivery Director  
Capita Experience



**Ross Taylor**

Project Manager  
Capita Experience

# We are creating better by:

## Building a workplace where everyone feels they can belong



I was encouraged and supported by my manager to go for a more senior role when one became available. I applied and was successful in securing a Senior Project Manager role.

I became part of the Black Employee Network (BEN) in 2020 and happily secured the role of Co-Chair in 2022. I've also been involved in Capita's Black Lives Matter initiative, which arose from the murder of George Floyd. This subsequently made me more aware of the depth and various Capita initiatives that support Diversity and Inclusion.

Since Joining the BEN, I've enjoyed working on numerous initiatives that support and recognise Black colleagues within Capita. One of these being our BEN Awards that celebrated its second ceremony this year and I'm proud to say I received the Recognition Award from Capita's Executive Committee.

Being part of BEN and the BLM initiative has given me great exposure to the phenomenal work and support the Capita leadership and BEN Allies provide in making Capita a more diverse and inclusive place to work.

I now have a great sense of belonging and looking forward to delivering new initiatives and of course the next year's third BEN Awards."

**Andrew Egbenoma**  
Senior Project Manager



I joined Capita in April 2021 as a part of the six-month, government funded, Kickstart scheme. In the eighteen-months since joining, I have held three roles: Development Coordinator within Group HR, Project Analyst and now Project Manager.

Whilst at Capita I've experienced personal growth and success, and this is thanks to the culture of inclusion that helps push the individual to grasp the opportunities available. What really makes

Capita excel in comparison to other organisations is the people, they embody the culture and values that are at the core of everything we do. Because of this, I know that I can be my true self. I feel truly grateful that all those I have engaged and encouraged me upon my journey, mentors and allies have been instrumental in guiding to continue to succeed.

On a personal note, the question of my ethnicity, race or religion impacting my career has never crossed my mind, every individual is treated with respect and seen for who they are."

**Gurbir (Gurbs) Tiwana**  
Project Manager



# We are creating better by:



## Expanding all our programmes to support colleagues globally

“ I joined Capita South Africa in 2013 initially as an HR Operations Partner and have since been promoted to an Employment Equity (Diversity) Business Partner. My role involves assisting the business to identify and address all forms of unfair discrimination and thereby promote equality in the workplace. It also involves supporting the business in meeting requirements from our Department of Labour on all annual reporting relating to diversity, inclusion and pay differentials.

Over the last few years, I have been greatly encouraged to see the business' commitment towards driving transformation and determined focus to challenge the status quo, particularly regarding issues of race, gender and disability. I am proud to work with a leadership team and amazing colleagues who actively promote equality, the results of which have translated to increased representation of marginalised groups and a more diverse leadership team in our South African business.

It is a privilege to work for a global organisation that prioritises the diversity of its people and actively works to promote inclusion, irrespective of our differences. With the various initiatives

that Capita has introduced such as the Mutual Mentoring Programme, Employee Network Groups, Learnerships and Apprenticeships, the Black Employee Network Awards, the Leadership Council, amongst others, it is evident that Capita recognises its responsibility toward and is intent in driving meaningful social change ”

**Chanel Momsen**  
Employment Equity Business Partner



## Celebrating emerging Black talent

“ I started working at Capita EMS in March 2022. Time has flown by, and I have learnt so much already which would not have been possible without having a great team and supportive colleagues who share their wealth of knowledge and experience in our career path.

There are a range of opportunities available at Capita and there are always people willing to answer questions regarding learning and development. I am excited for new initiatives, such as the career path framework to learn more about what career paths and opportunities there are across the organisation.

Recently, I had the pleasure of meeting members of the Black Employee Network Group and heard them talk inspiring about the Mutual Mentoring and RISE programmes - great programmes that work to close gaps in opportunities for the Black, Asian and minority ethnic community and works to create equity.”

**Sultana Abdul**  
Engagement and Communications Coordinator

*Winner of the Outstanding New Employee award at the 2022 Black Employee Network awards*



# Message from our EmbRACE Employee Network Group



I joined our EmbRACE (Capita's Culture and Ethnicity Employee Network) and Black Employee Network (BEN) communities two years ago, just after their inception. Both are colleague led groups supported by our Executive Team and Capita's Diversity & Inclusion team. Along with the 7 other important Capita Employee Network Groups (ENG's), we aim to create positive policy change, educate each other, support and highlight how amazing each and every one of us are, no matter our vastly different backgrounds. We recognise that there is beauty in that difference, and we encourage all to embrace it.

**“The issue of racism isn't one that needs to be fixed by those that are on the receiving end of it. It needs everyone to say enough is enough”**

After a year of being a member, I was empowered to apply for the role of Co-Chair of EmbRACE. Why me? The issue of racism isn't one that needs to be fixed by those that are on the receiving end of it. It needs everyone to say enough is enough and as a white person, I understood that my allyship could change the tide for so many who sit on the proverbial fence that is racism. I've always been passionate about diversity and with the murder of George Floyd, it really drove me to start making a change within myself, in Capita and the wider world – lots of small changes, lead to big outcomes.

Why did it take me so long to start actively being anti-racist and more proactive with the ethnicity agenda? I believe my own obliviousness, engrained unconscious bias and micro-aggressions led me to believe that I was already doing something, doing enough. I then went on a journey of self-discovery and reflection, supporting my colleagues whilst in turn being guided and educated by my considerate and welcoming colleagues.

With the support of EmbRACE and BEN, I'm proud of what Capita has achieved so far and it's important to highlight them on this years' UK Gender and Ethnicity Pay Gap Report.

There has been change and we are making considerable strides in stamping out racism and all other forms of discrimination with such things as policy changes, formal training, Speak Up and so much more. We can feel the cultural change, especially towards ethnicity and with such activities as our Anti-Racism learning being rolled out across the organisation. We have a more diverse Executive team and Board, and I'm overjoyed to see more diverse ethnicities in senior roles, particularly Black people. Our Leadership Council is a testament to the inclusion we promote

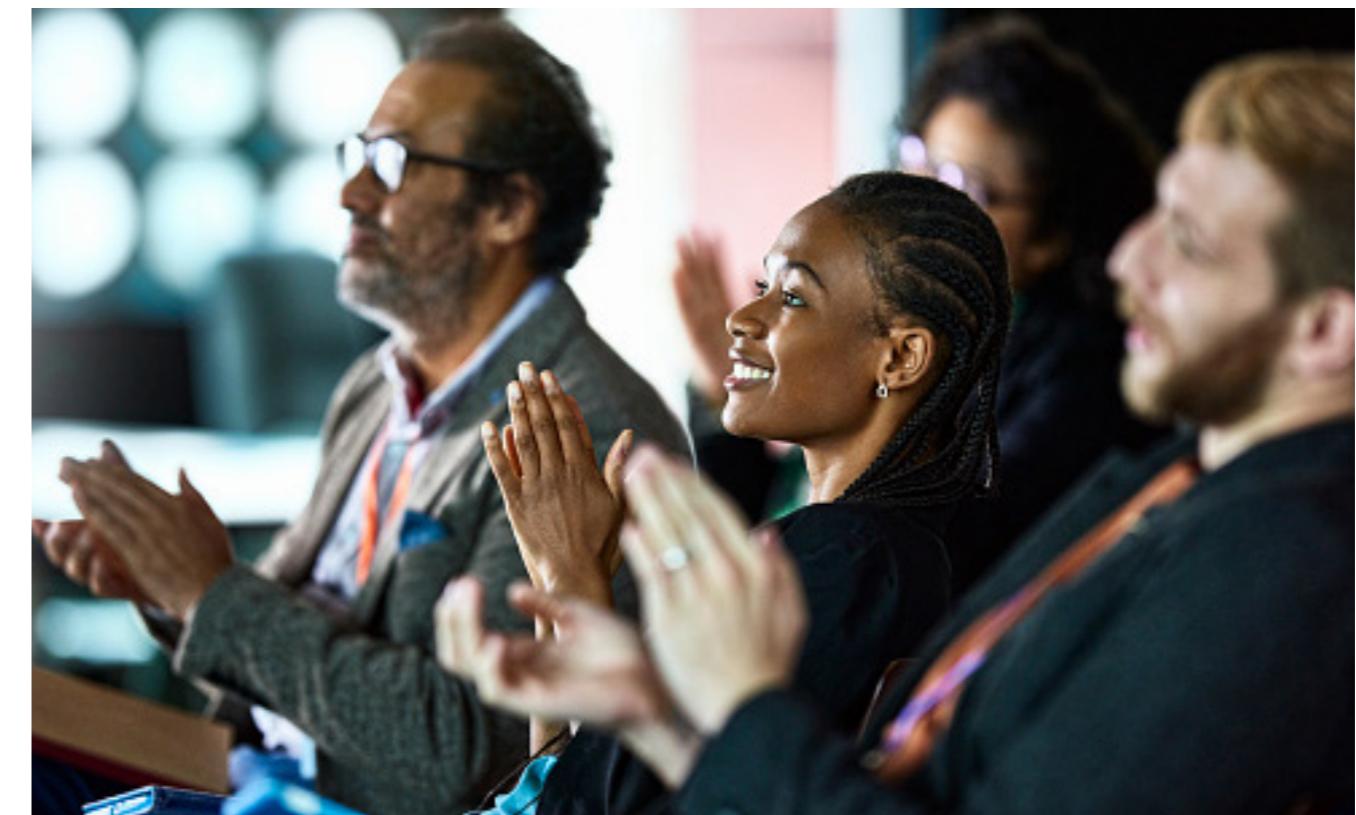
within Capita. And importantly, we champion being able to bring your whole self to work, whatever that may mean to you.

Being at the Black Employee Network Awards in Black History Month in my role as an ally, I was overjoyed to see the wealth of culture and ethnicity celebrating our black colleagues. The atmosphere was electric with genuine support from Capita's Executive team, with colleagues from all ethnicities revelling at the coming together to celebrate our amazing Black colleagues. I was also humbled and honoured to win the Ally Award this year. Something I would never have dreamt of but upon reflection I recognise where I was and where I've come to on my journey as an ally and advocate.

The work is never done, there's still so much more to do, but we are making real change across Capita, for both current and new colleagues.

If you want to join a forward thinking, diverse and importantly, inclusive organisation, I'd recommend Capita. Once you join us, get involved with EmbRACE, BEN and any other of our ENG's, as either a member or ally. You can help us continue to drive this change.

**Gillian Perry**  
Co-Chair  
EmbRACE Employee Network Group





# Appendix

Legally required data

# Data – UK

The data in this report (UK) is accurate at the snapshot date of 5 April 2022 and is reported in line with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

29 December 2022

Hourly Pay	
Median pay differential (mid-point)	19.96%
Mean pay differential (average)	22.95%

Bonus Pay	
Median pay differential (mid-point)	19.96%
Mean pay differential (average)	22.95%

Proportion of employees receiving a bonus	
Men	20.79%
Women	23.08%

Upper pay quartile	
Men	69.60%
Women	30.40%
Pay gap (median)	7.88%
Pay gap (mean)	7.39%

Lower middle pay quartile	
Men	47.50%
Women	52.50%
Pay gap (median)	2.36%
Pay gap (mean)	1.73%

Middle pay quartile	
Men	51.07%
Women	48.93%
Pay gap (median)	1.30%
Pay gap (mean)	0.87%

Lower pay quartile	
Men	42.41%
Women	57.59%
Pay gap (median)	-0.05%
Pay gap (mean)	-0.40%

Legal Entity	Total Relevant Employees	Gender Pay Gap %		Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		Bonus Pay Gap			
		Mean %	Median %	Male	Female	Male	Female	Male	Female	Male	Female	Mean %	Median %	% Males receiving bonus	% Females receiving bonus
Capita (entire UK population)	33497	22.95%	19.96%	69.60%	30.40%	51.07%	48.93%	47.50%	52.50%	42.41%	57.59%	62.52%	60.22%	20.79%	23.08%
Capita (Real Est & Infra)	787	16.84%	21.33%	87.21%	12.79%	80.23%	19.77%	75.58%	24.42%	67.25%	32.75%	74.17%	86.36%	1.98%	1.67%
Capita Business Services	11929	24.29%	16.84%	70.22%	29.78%	45.12%	54.88%	51.01%	48.99%	40.88%	59.12%	67.29%	76.93%	18.47%	23.31%
Capita Com Insur Ser Ltd	258	3.03%	-3.45%	52.46%	47.54%	54.10%	45.90%	60.00%	40.00%	62.30%	37.70%	28.34%	20.87%	90.34%	92.04%
Capita Customer Mgmt Ltd	6434	16.32%	14.48%	60.97%	39.03%	52.42%	47.58%	41.20%	58.80%	44.93%	55.07%	43.86%	21.64%	23.10%	18.85%
Capita L&P Regu Serv Ltd	2216	19.72%	20.87%	58.78%	41.22%	38.46%	61.54%	30.28%	69.72%	37.73%	62.27%	59.71%	32.94%	44.36%	47.92%
Capita Managed IT Sol Ltd	391	13.55%	15.03%	90.91%	9.09%	86.02%	13.98%	81.11%	18.89%	79.12%	20.88%	28.47%	3.63%	23.38%	34.85%
Capita Pension Solutions Limited	2185	21.80%	18.62%	65.29%	34.71%	51.03%	48.97%	41.53%	58.47%	38.72%	61.28%	57.95%	58.33%	22.08%	19.08%
Capita Prop & Infra Ltd	477	20.87%	19.05%	81.31%	18.69%	69.16%	30.84%	70.09%	29.91%	58.88%	41.12%	93.98%	90.71%	4.62%	0.66%
Capita Resourcing Ltd	1115	19.92%	18.63%	65.42%	34.58%	39.58%	60.42%	47.50%	52.50%	36.82%	63.18%	51.98%	36.36%	13.19%	19.93%
Capita Retail Fin Serv Lt	834	0.78%	1.72%	51.75%	48.25%	65.79%	34.21%	49.12%	50.88%	61.74%	38.26%	61.57%	0.00%	12.84%	14.36%
Capita Secure InfoSol Ltd	253	13.45%	25.78%	78.57%	21.43%	76.79%	23.21%	73.21%	26.79%	60.00%	40.00%	7.49%	4.81%	15.73%	12.00%
Capita Travel & Events Lt	373	34.34%	31.54%	53.85%	46.15%	29.41%	70.59%	26.51%	73.49%	15.85%	84.15%	66.45%	-2.97%	11.40%	3.47%
Capita plc	631	22.80%	23.22%	61.15%	38.85%	51.39%	48.61%	48.28%	51.72%	31.25%	68.75%	48.92%	31.76%	58.84%	46.59%
Entrust Support Serv Ltd	544	6.38%	8.99%	61.67%	38.33%	44.17%	55.83%	48.33%	51.67%	50.41%	49.59%	11.58%	50.00%	4.81%	4.01%
Fera Science Limited	423	8.31%	5.22%	58.95%	41.05%	51.58%	48.42%	43.62%	56.38%	52.63%	47.37%	54.53%	0.00%	81.69%	89.05%
Optima Legal Services Ltd	280	17.57%	10.79%	52.73%	47.27%	45.45%	54.55%	36.36%	63.64%	25.45%	74.55%	70.38%	-41.50%	21.70%	24.71%
RE (Regional Enterprise)	329	20.05%	15.31%	73.33%	26.67%	53.16%	46.84%	57.89%	42.11%	31.17%	68.83%	na	na	3.51%	0.00%
TrustMarque Solutions Ltd	398	32.31%	41.49%	84.21%	15.79%	86.32%	13.68%	73.96%	26.04%	43.16%	56.84%	70.11%	67.09%	10.39%	10.92%
Western Mortgage Services	588	18.79%	6.83%	51.94%	48.06%	37.21%	62.79%	28.13%	71.88%	29.46%	70.54%	76.74%	95.55%	2.82%	1.07%
akinika Debt Rec Ltd	273	-2.39%	-1.32%	47.50%	52.50%	52.17%	47.83%	60.87%	39.13%	53.33%	46.67%	19.61%	0.69%	0.78%	

# Data – ROI

The data in this report (ROI) is accurate at the snapshot date of 30 June 2022 and is reported in line with the requirements of The Employment Equality Act 1998 (section 20A)(Gender Pay Gap Information) Regulations 2022.

29 December 2022

		Pay Gap									
		Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		Overall	
Capita (entire IE population)	Employees	Mean %	Median %	Mean%	Median %	Mean%	Median %	Mean%	Median %	Mean%	Median %
All Employees	1176	8.38%	13.22%	-0.70%	-2.01%	-0.93%	-1.27%	-0.17%	-0.40%	11.24%	1.59%
All permanent	1149	8.75%	13.25%	-0.50%	-1.69%	-0.93%	-1.18%	0.01%	-0.31%	11.17%	1.57%
All temporary	27	5.46%	9.32%	-4.52%	-6.41%	1.19%	2.89%	-3.48%	-3.77%	8.03%	5.10%
Full time permanent	929	3.45%	14.02%	0.15%	-0.94%	-1.08%	-1.46%	0.23%	0.36%	9.55%	2.31%
Full time temporary	15	-3.49%	-3.49%	-7.18%	-5.60%	-1.81%	-1.12%	-5.76%	-5.76%	-2.94%	-9.12%
Part time permanent	220	40.05%	18.01%	-0.91%	0.56%	-0.26%	-0.46%	-1.14%	-2.22%	13.77%	-0.72%
Part time temporary	12	11.15%	11.15%	-100.00%	-100.00%	0.00%	0.00%	-100.00%	-100.00%	11.72%	15.72%

		Population									
		Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		Overall	
Capita (entire IE population)	Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
All Employees	1176	53.13%	46.88%	40.07%	59.93%	45.30%	54.70%	39.02%	60.98%	44.39%	55.61%
All permanent	1149	53.02%	46.98%	40.36%	59.64%	45.36%	54.64%	39.86%	60.14%	44.65%	55.35%
All temporary	27	42.86%	57.14%	42.86%	57.14%	28.57%	71.43%	16.67%	83.33%	33.33%	66.67%
Full time permanent	929	57.46%	42.54%	45.61%	54.39%	51.32%	48.68%	42.11%	57.89%	49.12%	50.88%
Full time temporary	15	50.00%	50.00%	25.00%	75.00%	75.00%	25.00%	33.33%	66.67%	46.67%	53.33%
Part time permanent	220	20.75%	79.25%	28.85%	71.15%	25.00%	75.00%	26.42%	73.58%	25.24%	74.76%
Part time temporary	12	33.33%	66.67%	0.00%	100.00%	33.33%	66.67%	0.00%	100.00%	16.67%	83.33%

		Bonus Pay Gap				Benefit in Kind Pay Gap					
		Capita (entire IE population)	Employees	Mean %	Median %	% Males rcvng bonus	% Females rcvng bonus	Mean %	Median %	% Males rcvng BiK	% Females rcvng BiK
All Employees	1176	30.45%	0.15%	56.86%	51.96%	100.00%	100.00%	0.20%	0.00%		
All permanent	1149	30.32%	0.15%	57.09%	52.66%	100.00%	100.00%	0.20%	0.00%		
All temporary	27	38.72%	-46.43%	44.44%	27.78%	N/A	N/A	0.00%	0.00%		
Full time permanent	929	25.16%	1.32%	56.25%	54.74%	100.00%	100.00%	0.22%	0.00%		
Full time temporary	15	51.92%	-43.03%	42.86%	62.50%	N/A	N/A	0.00%	0.00%		
Part time permanent	220	47.81%	-6.22%	64.15%	46.50%	N/A	N/A	0.00%	0.00%		
Part time temporary	12	100.00%	100.00%	50.00%	0.00%	N/A	N/A	0.00%	0.00%		