



UK Gender and Ethnicity Pay Gap Report 2023

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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 our global operations. 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. I'm proud of what we have achieved in the past year, and I'm committed to continuing to work relentlessly to create better. I'd like to take this moment to thank all the people named throughout this report, and the thousands who aren't – all of who work day in and day out to make Capita a more inclusive place to work.

A handwritten signature in blue ink, appearing to read 'Scott Hill', with a large, stylized flourish at the end.

Scott Hill
Chief People Officer

Message from Caitlin Kinsella

Group Director of Responsible Business,
Employee Engagement and Diversity & Inclusion



In positive news, this year we have seen significant improvement in our gender pay gap, with a median of 15.40% (down from 19.96%) and a mean of 18.79% (down from 22.95%). This has been on the back of several years of work to increase senior representation of women. In our senior leader levels, women currently make up 44% of the workforce. Three of our eight Executive Committee members are women (37%) and five of our nine board members are women (56%), including a female Senior Independent Director and a female employee director. Despite this progress, we continue to have a gender pay gap 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

At Capita, we are committed to creating a purpose-led, responsible business that has inclusion, equity and diversity at its heart. We want every employee to be able to be themselves, grow a career, and have a positive impact with us. To make that happen, we want to ensure we pay our employees fairly, and that we have appropriate representation of different groups in all levels of our business. This is still a journey, and there's more to do.

“ This year we have seen significant improvement in our gender pay gap, with a median of 15.40% (down from 19.96%) and a mean of 18.79% (down from 22.95%)”

our upper pay quartile. Despite the fact that there is more to do, I continue to be proud that we are such a strong employer of women, with a global workforce that is over 49% female. The journey may not always be linear – I can't say we won't see more fluctuations in coming years – but I am confident we are continuing to put strategies and actions in place to drive the right long-term outcomes.

In our ethnicity pay gap data, which we report voluntarily, the journey is still very early. Our ethnicity pay gap increased this year, and we also amended our methodology for calculation. The changes to our methodology showed that our pay gap was even bigger than previously thought with a 2023 mean of 23% and a median of 29.8%, but we believe we now provide a more accurate picture, and therefore continue to be open and honest about the challenge. Positively, the data shows that we have been hiring more ethnic minority colleagues into the business - something we are working hard to do – but currently we're recruiting more non-white colleagues into our lower pay grades than our higher pay grades – which has the impact of widening the pay gap. This is a journey for us, and we know we need to do more, particularly to grow, develop and promote ethnic minority talent within the organisation. In 2023 we agreed a new internal-first recruitment policy, we're

continuing to build programmes like RISE, our leadership development program for ethnic minority colleagues, and we continuously review our recruitment and promotion practices to make them inclusive and free of bias. We have 25% Black and Asian representation on our Executive Committee, 22% on our Board, and in our senior leader levels we now have over 12% ethnic minority representation including 2.5% Black; on track for our 2025 targets.

There is a lot of work to do to drive sustainable, genuine progress in both gender and ethnic diversity, and you can see many of the actions we're taking listed throughout this report. While the challenge remains significant, we have the full support of our Chairperson, the Board, our CEO, Chief People Officer and Executive Committee, and we remain clear on our destination; to create a truly inclusive environment where every individual can succeed to their full potential.

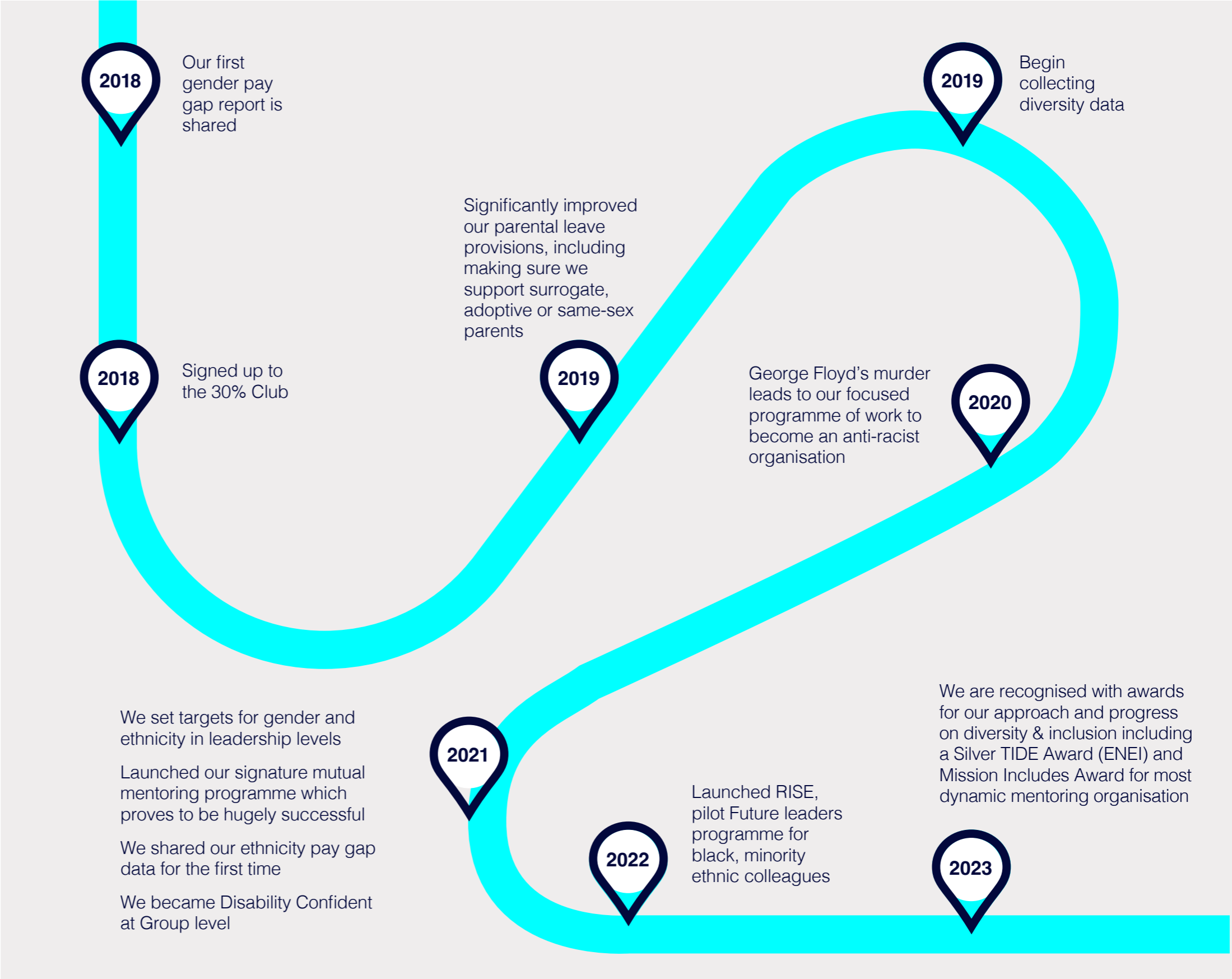
Caitlin Kinsella

Group Director of Responsible Business, Employee Engagement, Diversity and Inclusion
(November 2023)

Our journey

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.

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.



Highlights

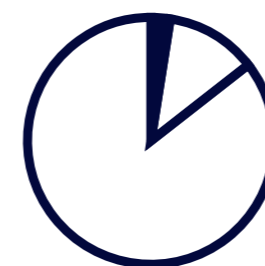
44%

In our global senior leader levels, we now have **44% women** (up from 36% in 2021)



12%

Our senior leaders in the UK are **12% ethnically diverse** and **2.5% Black** – on track for our 2025 goals



13,000

We have over 13,000 members and more than 90 committee members across 8 Employee Network Groups: Embrace, Rainbow Alliance, Gender Equality, Generation, Multi-faith, Ability, Wellbeing and the Rainbow Alliance



76%

In our 2023 employee pulse survey our global Inclusion index rose to 76%.

75% of colleagues believe everyone can succeed to their full potential, irrespective of their characteristics, and **82% of colleagues say they can be themselves at work**



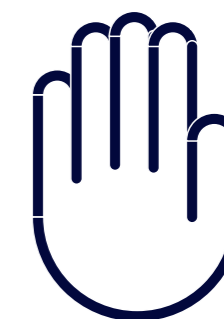
420

With over 420 colleagues now completing our **signature Ethnicity and Gender Mutual Mentoring programme**, we continue to explore other protected characteristics that we can adopt for this award-nominated model



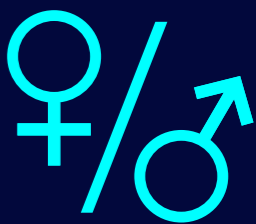
92%

92% of colleagues say their manager has or would **take action** against any form of discrimination, harassment or bullying



Summary: our high-level pay gaps and actions

Our 2023 gender pay gap at a glance



These tables show our overall median and mean gender pay gap and bonus gap based on hourly rates of pay as at the snapshot date of April 2023 and bonuses paid in the year to April 2023

Gender pay gap		2022	2023	% change
	Median	19.96	15.40	4.56%
	Mean	22.95	18.79	4.16%

Gender bonus gap		2022	2023	% change
	Median	60.22	21.04	39.18%
	Mean	62.52	50.21	12.31%

The proportion of males and females receiving a bonus payment	Men 51.11%	Women 48.89%
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Pay quartile	Male %	Female %
Upper quartile	65.60	34.40
Middle quartile	47.62	52.38
Lower middle quartile	48.78	51.22
Lower quartile	42.44	57.56

Our 2023 ethnicity pay gap at a glance



These tables show our overall median and mean Black and minority ethnic pay gap at the snapshot date of 5 April 2023

Ethnicity pay gap

Ethnicity pay gap		2022*	2023	% change
	Median	26.85%	29.86%	+3.01% 
	Mean	20.79%	23.01%	+2.22% 

Declaration of ethnicity

Year	Declaration	Location	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%
2023	77%	Capita UK	71.23%	15.86%	5.88%	2.10%	4.93%
Variance from last year			-0.77%	0.86%	0.88%	0.10%	-0.07%
Variance since reporting			-1.89%	5.17%	2.85%	0.46%	-4.96%

* The numbers have been restated for April 2022 pay gap due to improved systems and a change in methodology relating to the eligible population for inclusion.

Our Action Plan

Recruitment, Retention & Progression

The actions we are taking to tackle the gender and ethnicity pay gap fall into three areas

01

02

03

Recruitment

Retention

Progression

Progress against our targets and key diversity metrics are reported to our CEO, Executive Committee, and the ESG Sub-committee of the Plc Board



Recruitment



Retaining female and ethnically diverse talent at all levels of our business

General	'Licence to Hire' – inclusive recruitment training for all recruiters and managers reducing bias in recruitment	Diverse shortlists for all senior internal and external hiring	New Internal First policy – vacancies advertised internally initially to focus on internal growth as we have a strong gender and ethnically diverse pipeline
	Members of Moving Ahead (formerly the 30% Club), a global campaign led by Chairs and CEOs taking action to increase senior representation of women	Signatories of Business in the Community (BITC) Race at Work Charter and have been voluntarily sharing our ethnicity pay gap data since 2020	
Gender specific	Gender neutral job adverts, reducing gender bias in talent attraction	Shortlist policy – average female requirement on shortlists is 60%	Encouraging and supporting female talent through colleague networks including our Gender Equality and Family Networks which focus on gender parity and inclusion
Ethnicity specific	Advertising vacancies on specialist job sites to reach ethnically diverse candidates	A 20% shortlist target for ethnicity in senior roles	10,000 Black Interns- work experience partnerships targeting young Black people
	Ensuring unbiased decision-making	Enhanced policies	Inclusive partnerships

Retention



Retaining female and ethnically diverse talent at all levels of our business

General	Our Parental Leave policy has no qualifying period- from day one of employment colleagues can take up to four weeks unpaid leave per annum for each child	Paid time off for fertility appointments	We have introduced Carers Leave- colleagues can take up to one week unpaid leave per annum to help with caring responsibilities
	A flexible hybrid working model and virtual first meetings approach	Colleagues are supported with up to two weeks paid leave for pregnancy loss, in addition to parental bereavement leave, after 24 weeks	A Parental Partners programme, developed by our Family Employee Network Group, a buddying scheme to support new parents
Gender and Ethnicity specific	Moving Ahead Mentoring programmes offer external mentoring opportunities for underrepresented colleagues and provide a platform for new networks and developmental support	Our signature Mutual Mentoring Programmes for females and Black, minority ethnic colleagues aim to raise awareness, forge relationships, create better allies and shape an inclusive culture	Our senior leaders act as role models for future talent, sharing their insights and experiences. Our female executives have been named as HERoes Women Role Models in 2023
	Leavers Early Engagement Programme (LEEP); an innovative Black Employee Network pilot initiative providing an individualised support plan to enable positive outcomes for colleagues		International Womens Day & Black Employee Network Awards- global events to recognise and celebrate exceptional performance
	Inclusive policies	Support to grow	Evolving culture through allyship

Progression



Increasing the proportion of diverse hires

General	Using data insights to track our progress	Launching our Career Path Framework to support colleagues in creating individualised developmental journeys aligned to a career trajectory	Our newly launched job search alert supports colleagues identify growth opportunities
Gender and Ethnicity specific	We are well on our way to meeting our target to have 45% senior females by the end of 2025 globally (this has increased from 41.87% in 2022 to 44.04% to date)		We have made some progress towards our target to have 13% minority ethnic representation, including 3% Black in our senior leadership levels by the end of 2025 (currently 12.2% and 2.6% respectively)
	Our signature RISE development programmes (Reduce Inequality and Strive for Equality) focus on elevating women and black minority ethnic colleagues by offering tailored development, mentorship and support with progression		
	Analyse our employee survey results by gender, gender identity and ethnicity and then work with our Gender and EmbRACE Employee Network Groups to develop action plans and corrective interventions. We apply a strong intersectional approach with other Employee Network Groups, to look at multi-layered diversity challenges and opportunities	Use our digital Performance & Salary Review Tool to drive robust checks for fairness and equity in our performance processes - enabling our HR Teams to review processes live, monitor decisions for gender bias, and ensure corrective action is taken before final decisions are made	
Underpinned by data			Support to progress
			Embedded fairness & equity lens

Gender pay gap additional detail





Our gender pay gap




The 2023 figures show a significant improvement in both our gender pay gap and gender bonus gap. This is a sign that our policies and initiatives are continuing to move us towards the desired result, and we must continue to strive forward.

We understand why we have a gender pay gap at Capita – it is mainly due to lower female representation in leadership roles and a lower proportion of men in entry level positions. Our bonus gap is a function of greater variable pay at more senior levels (primarily occupied by men), although it is also impacted by the bonus calculation not taking into account bonuses for part-time workers (who are mainly women) being pro-rated. Although the part-time working pattern has a negative impact on bonus gap figures, we remain determined to support flexible working.



These tables show our overall median and mean gender pay gap and bonus gap based on hourly rates of pay as at the snapshot date of April 2023 and bonuses paid in the year to April 2023

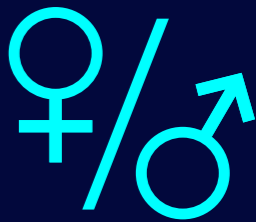
Gender pay gap		2022	2023	% change
	Median	19.96	15.40	4.56% 
	Mean	22.95	18.79	4.16% 

Gender bonus gap		2022	2023	% change
	Median	60.22	21.04	39.2% 
	Mean	62.52	50.21	12.3% 

The proportion of males and females receiving a bonus payment	Men	Women
	51.11%	48.89%

Pay quartile	Male %	Female %
Upper quartile	65.60	34.40
Middle quartile	47.62	52.38
Lower middle quartile	48.78	51.22
Lower quartile	42.44	57.56

Understanding our gender pay gap



We have twenty-one legal entities that meet the reporting criteria of the UK Government’s Equality Act 2010; twenty in the UK and one Republic of Ireland respectively. 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 on the UK Government website.

2017

Mean – 26.8%

Median – 25.3%

2023

Mean – 18.79%

Median – 15.40%

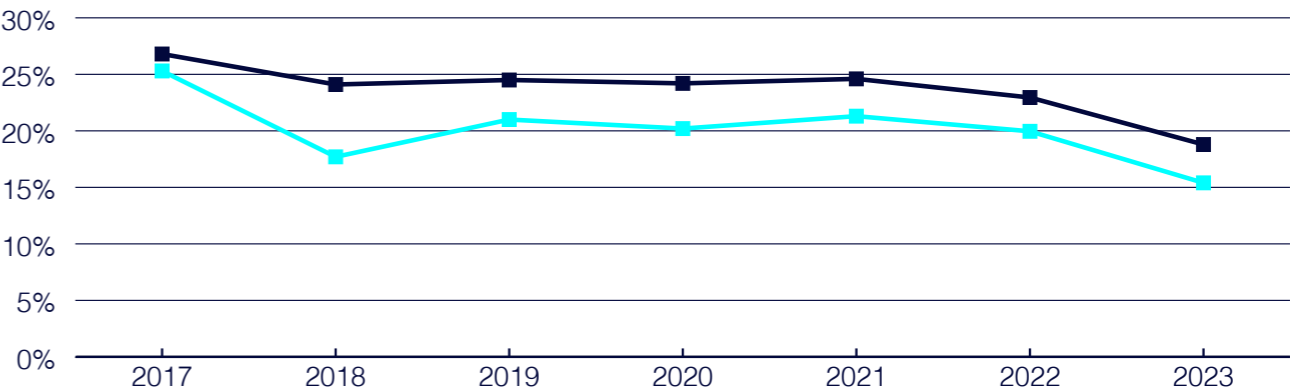
Our median gap has improved by 9.9% since we began reporting in 2017, and our mean by 8.01%

Continuing to make progress

Our 2023 pay gap data shows the largest improvement since we started reporting. We are pleased to see the median gap substantially drop again this year – specifically, a reduction of 4.56% takes us to a median gap of 15.40%. Since Capita began reporting, we have reduced our gender pay gap by two fifths of the original gap. We also continue to see our mean drop with a further reduction of 4.16%, a reduction of more than 8% since we began reporting in 2017.

Our latest figures compared to the last six years are shown in the table below.

Year	2017	2018	2019	2020	2021	2022	2023
Mean	26.80%	24.10%	24.50%	24.20%	24.60%	22.95%	18.79%
Median	25.30%	17.70%	21.00%	20.20%	21.30%	19.96%	15.40%



Increasing gender diversity

We are proud to have increased gender diversity this year across the upper and middle pay quartiles, which, in part, explains the significant improvement in our median pay gap.

This progress demonstrates that our actions continue to move us in the right direction. Despite the progress, a gender pay gap still exists primarily as a consequence of more men than women holding senior or specialist, and therefore higher-paid, roles.

We are a strong employer for women; the core benefits we offer in parts of the Group, such as flexible work, part-time work and remote working, as well as our gender inclusive policies are particularly appealing to our female colleagues and candidates. As of September 2023, women make up 49.38% of our workforce, compared to 49.13% in 2022.

We have had success in driving gender diversity across the organisation, particularly at some of our most senior roles. The percentage of women in these leadership grades has increased from 41.87% in 2022 to 44.02% in 2023. The representation of women in the upper quartile of all pay grades has also increased from 48.93% in 2022 to 57.56% in 2023. Women are starting to benefit from the policies, recruitment, and progression opportunities we offer, and we remain focused on delivering further improvements.

Understanding the bonus gap

The bonus pay gap exists because we have a higher proportion of male colleagues in senior roles. In addition, the bonus gap is exacerbated by the fact that bonuses are pro-rated for part-time workers – the majority (82.14%) of whom are women. Hence, this is inflating our numbers somewhat.

One of our strategies to increase the number of women in more senior roles has been to expand 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. The percentage of women in leadership grades working part-

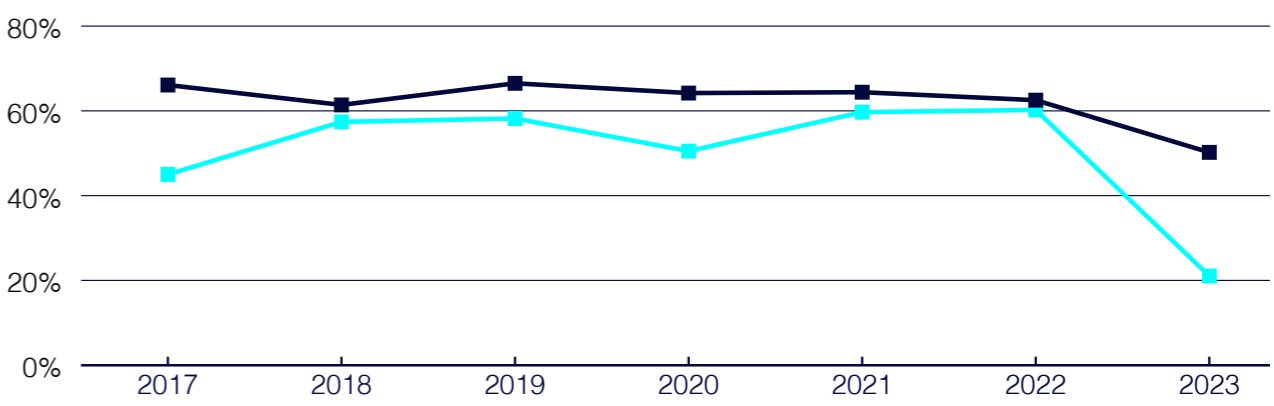
time has increased from 42 % in 2022 to over 44 % in 2023. Although part-time working can negatively impact the bonus gap, we actively support and encourage flexible working as part of our strategy to improve retention and progression, particularly for women.

The bonus pay gap

The median gap between men and women’s bonus payment’s is 50.21%, which is 10.01% lower than it was last year.

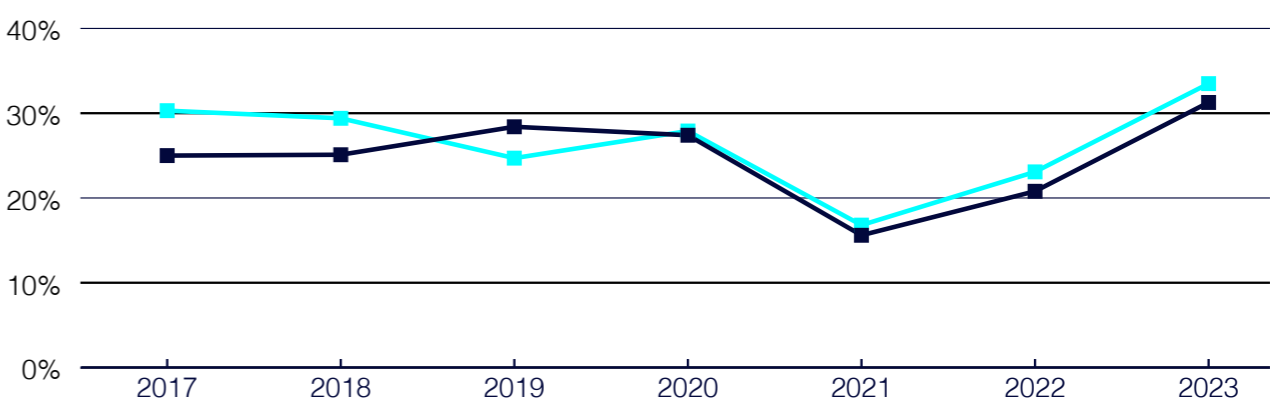
Bonus Gender Gap

Year	2017	2018	2019	2020	2021	2022	2023
Mean	66.10%	61.40%	66.50%	64.20%	64.40%	62.52%	50.21%
Median	45.00%	57.40%	58.20%	50.50%	59.70%	60.22%	21.04%



Bonus by Gender

Year	2017	2018	2019	2020	2021	2022	2023
Male	25.00%	25.10%	28.40%	27.40%	15.60%	20.79%	31.27%
Female	30.30%	29.40%	24.70%	27.90%	16.80%	23.08%	33.49%



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 7.4%. We will continue to work to drive this below 5%.



Pay Quartiles

Upper pay quartile	2023	2022	2021	Variance
Men	65.60%	69.60%	70.88%	
Women	34.40%	30.40%	29.12%	
Pay gap (median)	7.48%	7.88%	7.80%	-0.32%
Pay gap (mean)	6.60%	7.39%	9.37%	-2.77%

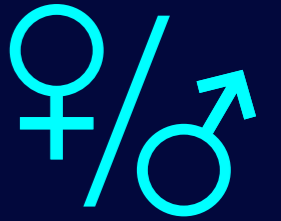
Middle pay quartile	2023	2022	2021	Variance
Men	47.62%	51.07%	55.87%	
Women	52.38%	48.93%	44.13%	
Pay gap (median)	2.10%	1.30%	0.14%	1.96%
Pay gap (mean)	1.48%	0.87%	0.14%	1.34%

Lower middle pay quartile	2023	2022	2021	Variance
Men	48.78%	47.50%	47.94%	
Women	51.22%	52.50%	52.06%	
Pay gap (median)	2.54%	2.36%	3.07%	-0.53%
Pay gap (mean)	1.68%	1.73%	2.02%	-0.34%

Lower pay quartile	2023	2022	2021	Variance
Men	42.44%	42.41%	43.78%	
Women	57.56%	57.59%	56.22%	
Pay gap (median)	0.72%	-0.05%	-0.35%	1.07%
Pay gap (mean)	-1.59%	-0.40%	-0.29%	-1.30%

Message from Sara Cullum

Chair Gender Equality Network



It is incredible to think that in 2023 a gender pay gap can still exist, but when we consider the reasons why it exists it starts to make sense. A pay gap is not about equal pay for equal work, this right is enshrined in law and does not contribute in a meaningful way to the gap that we see. The gender pay gap is caused by the differences in how men and women work, the kind of work we do, and how gender impacts our ability to develop and progress throughout our lives. It is a difference captured in a numerical value, but contributed to by behaviours, policies, social attitudes and expectations, health, and the culture of the organisations we work for. Pay gap is a people problem, not a numbers problem.

The current global pay gap reports that for every dollar a man earns, a woman earns 83 cents. This figure has been improving incrementally every year, from just 75 cents to a dollar in 2015 (www.statista.com). According to the World Economic Forum, in 2022, the global gender gap (based on four key dimensions; Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment) has been closed by 68.1%. At the current rate of progress, it will take 132 years to reach full parity. This may seem bleak, but it is significant progress in the last few years, represented by considerable global effort and achievement in the space of gender equity and awareness.

We have seen this positive change locally at Capita through our gender pay gap, with the largest improvement since we started reporting (from 25.3% median gap in 2017 to a 15.4% median gap in 2023). We have also seen an increase in female representation in senior roles (from 36% in 2021 to 44% in 2023), and an increase in female representation in the upper pay quartiles (from 49% in 2022 to 58% in 2023). This is frankly and incredible improvement in such a short space of time, and a testament to both Capita's commitment to diversity and inclusion, and every individual colleague's commitment to making this a reality in their day-to-day approach to gender inclusion. It is evidence that all of the effort, all of the time, all of the energy is having an impact.

The Gender Equality Network has been working hard this year to raise awareness on issues that impact the gender pay gap. This includes:

- A broadening of our intersectional view, so that more colleagues can engage in the conversation around gender.
- We have made it easier than ever to reach us, for colleagues to share their experiences, and to challenge when they need to, through our community forums and Viva Engage communities.
- We took a hard look at flexible working at the start of the year. Using colleague feedback, we implemented subtle but essential changes to our policy wording to ensure everyone could access and understand what was available and made it possible for managers to be more informed when supporting their teams.
- We supported the launch of the first Gender Mutual Mentoring programme, which has been instrumental in creating a shared understanding of the challenges of gender and the role that each of us play in overcoming them.
- We took a whole quarter to focus on allyship, and the power that allies have, both within a community and outside of it.

There is still a lot of work to do to keep this trend of improvement going, and to reach those who still feel the impact of gender inequality today. Moving forward I feel the conversation will continue in the areas we have started to work on but will broaden to consider the impact of reproductive health on career progression and development, and how men can play a more active role in our community.

I hope you can join me in celebrating a small win for gender equality at Capita, and for the world at large. This work is never done, but with your help and support we are just a little closer today than we were yesterday.

Sara Cullum

Chair Gender Equality Network & Senior Development Specialist,
Republic of Ireland

“This is frankly an incredible improvement in such a short space of time”

Corinne Ripoche, Divisional CEO, Capita Experience



“Through intentional leadership, I believe we can unlock the potential of all people through empowerment and the provision of opportunity”

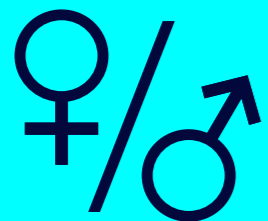
Corinne is a passionate advocate of female leadership and empowerment and is a diversity and inclusion activist. More broadly, as an intentional leader, Corinne believes in unlocking the potential of all people through empowerment, the provision of opportunity and actively mentors in startup companies in the HR technology space. As the executive sponsor of the Capita Gender Equality Network and a regular participant in the Capita RISE program, Corinne leverages

her insight and expertise to support underrepresented groups and promote development. Her positive influence extends to the industry, speaking on panels, at events, and in the media, advocating for women in the C-suite, diversity, equity, and inclusion. Recognitions such as membership of the Fortune Most Powerful Women community, and her role as a Board member of C200 underscore her impactful contributions to shaping a more inclusive world.

Corinne Ripoche
Divisional CEO, Capita Experience



**A closer
look at some
steps we have
been taking
in support of
gender equality**



Building more diverse Boards



In 2019 Capita became the first FTSE 250 company since the late 1980s to appoint workers to its Board.

They ensure an employee's perspective and increase diversity of thought at Board level. They not only provide an employee's perspective and expertise, but also input into strategic decision-making with the same level of authority as other directors.



Meet Janine Goodchild, Non-Executive Director & Lead Clinical Trainer. Health Education and Welfare, Personal Independence Payment contract

"I started my career within JPMorgan Chase as a corporate actions clerk and then moved to various roles within the company including asset reconciliations, training and management. My family and I decided to move from Bournemouth to Swansea, so in 2006, I moved job to HSBC as a Premier Relationship Manager before then deciding the time was right to complete an adult nursing degree. I spent a number of years within the NHS before moving to Capita in 2016. Since being with Capita, I have held several positions including Disability Assessor, Regional Clinical Lead, Team Manager and now Lead Clinical Trainer.

Janine Goodchild, Non-Executive Director & Lead Clinical Trainer.
Health Education and Welfare, Personal Independence Payment contract

"I have grown immensely since being on the Board both professionally and personally"

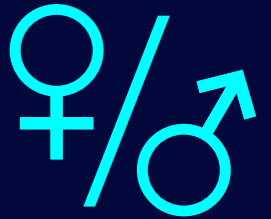
The position of Employee Director was advertised and I felt that I potentially had the right skills they were looking for and trusted the process to identify the right candidate. The application process was very thorough – I learned a lot about myself through the process and was supported by my manager and colleagues.

Typically, being an Employee Director means I have to dedicate 2.5 days a month to attend committee and Board meetings. The Board and Committee packs are received at least a week before the meetings and time is needed to read and digest the content, formulate questions and feedback to raise at the relevant meeting. Being confident and willing to ask pertinent questions and to constructively challenge where necessary is key. Using your own initiative to research topics so that you have a full understanding and are able to question, feedback and add value to the discussion is also important.

It's hard to put in a few sentences what I've learnt so far because I've learnt so much. In terms of the Board, I've learnt a lot about key topics including strategy, financials, accounting and ESG related matters. I have grown immensely since being on the Board both professionally and personally.

If anyone was considering applying to be a Board member, I'd say if you are ready for a challenge and feel that you have the right skills, go for it! If you're not sure whether you have the right skills but are enthused and willing to learn, go for it! It's a fantastic opportunity and both the personal and professional growth is outstanding. You will be fully supported throughout by the Chairman, all other Non-Executive Directors on the Board as well as the Executive team and Senior Management. You will be joining a fantastic team of people with a wealth of experience and knowledge to continue moving Capita forward. "

Offering support through mentorship



Moving Ahead Mentorship

Moving Ahead is a cross-company mentoring programme which aims to build a pipeline for talented individuals from under-represented backgrounds within the workplace. As part of Moving Ahead we deliver two key programmes

Mission Gender Equity

Mission Gender Equity focuses on gender diversity to build and strengthen necessary pipelines to achieve parity of women in leadership and Board roles. We have been successfully delivering this programme for six years; supporting women from across the globe.

Mission Include

Mission Include supports all protected characteristics as well as broader diversity strands such as ethnicity, socioeconomic background, thinking styles and all intersectionalities. We have successfully completed five years on this programme.

Our investment has supported us to advance workplace diversity, inclusion and equity. In addition to this, we have received considerable recognition for both participants, programme partnership, and organisational investment, including being

awarded the “Most Dynamic Mentoring Organisation” for Mission Include in 2023, with our programme manager, Zia Aftab, winning most dedicated programme partner of the year for Mission Gender Equity. Here’s some of our results:

84 participants globally per year

91% of participants would recommend these programmes

100% of participants stated they felt valued by Capita for the opportunity to take part in these programmes

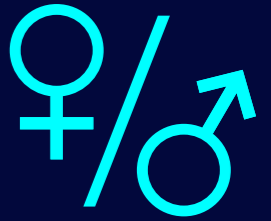
82% of participants have been promoted, changed role, or their current role has expanded whilst on programme

64% of participants feel inspired to create change post programme

82% of participants felt more confident and empowered post programme



Moving Ahead



As Group Performance and Development Manager I am responsible for delivering the Moving Ahead Mentorship Programme as well as annual performance development activities across Capita. The role primarily focuses on embedding a performance and development culture and enabling colleagues to reach their potential.



Zia Aftab, Group Performance and Development Manager

I have been in the field of L&D for over 18 years now, I started in training and design before moving into performance development and competency frameworks. I have had some great mentors to support my learning, exposure to different projects and opportunities, as well as some fabulous challenges which have all contributed to my development and journey.

I love what I do! Knowing I make an impact to colleagues' development is what makes me most proud. Being able to support colleagues globally either through the tools or processes we implement or via programmes such as mentoring to help them achieve their personal or career goals is so rewarding.

In the future I see myself in a similar field to where I am now, somewhere in the people function. I have a creative mind and a real passion for developing people and therefore my future role would be in a senior leadership position in performance, talent or capability development where I could develop innovative tools and programmes to support Capita colleagues.

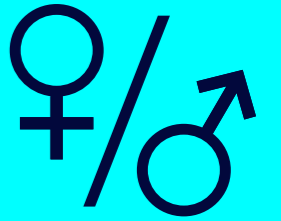
To others I would say follow your passion and go for it. Be visible, stretch yourself and grasp opportunities as this is how you will develop new skills and experiences. Embrace every challenge as an opportunity to grow and don't let setbacks disappoint you. And finally, seek support from your network such as your line manager, mentor or an influencer to help you achieve your goals.



“ I have had some great mentors to support my learning, exposure to different projects and and opportunities, as well as some fabulous challenges which have all contributed to my development journey”

Mutual Mentoring – Gender Programme

2023 has seen the launch of our signature Mutual Mentoring for Women programme, which aims to empower women and challenge gender stereotypes in our organisation.



I have been at Capita for two years now and it has offered an interesting career journey. I joined the business after 14 years at Sodexo doing a wide variety of roles from prison governor to sales director to running our UK&I business Improvement and Growth function, prior to that I worked in the public sector in prisons and Ministry of Justice. I, along with many others following Covid, felt that it was time for a new challenge. I joined Capita as the Director of Business Performance, six months later I also took on the role of Chief Operating

Michelle Delices, Chief Operating Officer,
Capita Public Service

Officer running our service delivery operations and eight months after that my role expanded to include consultancy and transformation. So, it's been quite a journey at Capita and I have been given many opportunities along the way to learn, develop and grow. My advice to anyone looking at the next step in their career is take opportunities as they come along, don't limit yourself to one career path and make sure you have good colleagues and team around you.

There is still a lot of work to do to keep this trend of improvement going, and to reach those who still feel the impact of gender inequality today. Moving forward I feel the conversation will continue in the areas we have started to work on but will broaden to consider the impact of reproductive health on career progression and development, and how men can play a more active role in our community.

I hope you can join me in celebrating a small win for gender equality at Capita, and for the world at large. This work is never done, but with your help and support we are just a little closer today than we were yesterday.



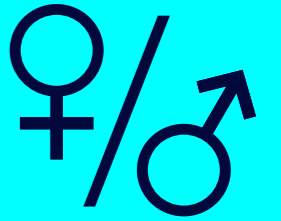
“These programmes are incredible. They create a space to discuss important and systemic challenges that our society faces and explore the impacts of these issues both from our own experiences and by sharing those experiences with others”

It creates a space to learn using curated content and resources, and the opportunity to challenge our assumptions. After completing this programme, I feel like I understand myself better, as well as the perspective of those who do not share my sex and gender. I am proud to work for an organisation that promotes and prioritises programmes such as these. These are not easy conversations to have, but they are necessary. Being a part of Mutual

Mentoring has made me feel like part of the solution. Every insight and every challenging perspective, that feeds our policy, how we hire, how we promote, who we are as an organisation. I feel hopeful that things are getting better, and I am glad I took the chance to be a part of that”.

Sara Cullum, Senior Performance & Development Specialist

Mutual Mentoring – Gender Programme



Mark Billingham, UK
Managing Director

“ I have absolutely loved being part of the Mutual Mentoring programme, I joined to learn and to work with someone to grow my understanding of how I can be a better leader. My mentor has been an amazing partner and guide. All the topics have been thought provoking but learning more about the history of why we are where we are and how we don’t make mistakes for the future has been the bit which has stayed with me”



Being selected as female mentor to a male Senior Manager was rather unnerving but turned out to be a lovely experience. My mentee and I worked in a safe space to discuss the carefully selected topics that were put to us each month, deep diving further with insights to other cultures and backgrounds of the topic and challenged us with three activities throughout the deck which

“ As a female working in Capita, I essentially feel that the organisation really strives to be fair and inclusive, however all organisations need to continue growing and adopting to be inclusive and I wanted to be involved in shaping and changing views of gender equality in the workplace”

enabled us to ask questions of one another. We could support a better understanding of some of the challenges that all genders face, particularly female colleagues, within their daily lives and in the workplace. Being a part of the programme has reinforced what a wonderful company Capita is to work for with their values and culture that they are continually cultivating.

Fiona Bentley, Client Relationship Partner

Our signature Mutual Mentoring for Women programme is one of the ways that Capita is striving to create a more gender-balanced and inclusive organisation. We believe that by empowering women and promoting gender equity, we can enhance our performance, innovation, and reputation as a leading employer and service provider. We look forward to continuing and expanding this programme in the future, and to seeing the positive impact that it will have on our people and our business.

Ethnicity pay gap additional detail



Message from Kathy Quashie

Capita's Chief Growth Officer, Executive Chair of EmbRACE and regular on the global Empower Role Model list



Kathy Quashie

Chief Growth Officer, Executive Chair of EmbRACE

“ I am passionate about equality in pay across Capita. Our progress towards being a truly inclusive and diverse employer and workplace is a journey”

I am passionate about equality in pay across Capita. Our progress towards being a truly inclusive and diverse employer and workplace is a journey. We recognise we have a challenge in this space, and we have a robust plan to continue to drive improvement and share the positive changes we make with our people.

We now understand the main driver of the ethnicity pay gap is the under-representation of Black employees in senior leadership roles. Positively, we're attracting more Black employees into Capita - particularly in our customer facing roles.

I am delighted to be the ExCo sponsor of EmbRACE and the Black Employee Network group and I am super proud of the actions they are taking to make every employee feel included and welcome when they join has been a game-changer.

We remain committed to developing and promoting Black colleagues through programmes like RISE, and attracting external Black candidates into more senior leadership roles.

We know that closing the ethnicity pay gap is the right thing to do, and good for our employees and business. A more diverse and inclusive workforce helps us better understand and serve our clients, foster innovation and creativity, and improves employee engagement and retention. It also aligns to the purpose that sits at the heart of our business; creating better for every one of our stakeholders.

We continue to make Capita an anti-racist place where everyone can thrive and succeed, not just regardless of their skin-colour or heritage – but celebrating the quality, richness and potential that every one of our employees brings to our organisation.

We will keep doing the work.



Our 2023 ethnicity pay gap

For the third year running we are voluntarily publishing our ethnicity pay gap. Analysing diversity data and being transparent about the diversity of our workforce is an important step in moving towards a fairer, more inclusive workplace. As signatories of Business in the Community’s Race at Work Charter, Capita actively supports the campaign for mandatory ethnicity pay gap reporting.

Our improved systems have allowed us this year to re-baseline our original figures since 2020, enabling us to be more precise in our analysis and evaluation of future initiatives. Our revised approach means our reported ethnicity pay gap figures have increased. We have also seen an increase this year because of our strategy to attract more minority ethnic and black talent. While this strategy is proving to be successful, we have seen increases in primarily in our lower pay grades, and this is where the majority of our ethnically diverse talent is currently employed. Our focus therefore must be on continuing to

attract diverse senior talent, and most importantly, on growing, developing and promoting diverse talent from within. Our ethnicity pay gaps will persist until there is equal representation at every level of our organisation. Achieving this goal requires a multi-year strategy, and we may not see significant improvements in the short-term, but we remain committed to achieving the change we need to see.

The 2023 figures show our ethnicity pay gap has increased this year.

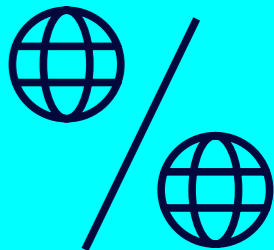
While high volumes of recruitment have served to boost the representation of ethnic minority talent in our business, this has primarily been at the more junior and lower paid grades.

Going forward we need to focus on hiring more senior black minority ethnic talent and importantly, supporting internal diverse talent to reach their potential and be promoted. This is essential to closing our pay gap.

Ethnicity Pay Gap



	2022*	2023	% change
Median	26.85%	29.86%	+3.01%
Mean	20.79%	23.01%	+2.22%



Our 2023 ethnicity pay gap at a glance



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 for instance, 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.

Declaration of ethnicity

Year	Declaration	Location	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%
2023	77%	Capita UK	71.23%	15.86%	5.88%	2.10%	4.93%
Variance from last year			-0.77%	0.86%	0.88%	0.10%	-0.07%
Variance since reporting			-1.89%	5.17%	2.85%	0.46%	-4.96%

* The numbers have been restated for April 2022 pay gap due to improved systems and a change in methodology relating to the eligible population for inclusion.

Our ethnicity pay gap



Ethnicity pay gap

Median					
	Other	Black	Asian	Mixed	Ethnically diverse
2020*	32.32%	-0.23%	16.85%	11.57%	21.75%
2021*	33.62%	-0.83%	19.89%	12.93%	26.46%
2022*	32.83%	13.33%	26.83%	20.04%	26.85%
2023	32.05%	28.81%	30.66%	23.60%	29.86%
Difference					
2022 - 2023	-0.78%	15.48%	3.83%	3.57%	3.01%

Ethnicity pay gap

Mean					
	Other	Black	Asian	Mixed	Ethnically diverse
2020*	27.34%	9.91%	11.45%	11.76%	16.53%
2021*	34.48%	9.52%	14.65%	12.61%	21.04%
2022*	31.11%	16.08%	17.78%	20.77%	20.79%
2023	30.86%	22.01%	21.54%	18.06%	23.01%
Difference					
2022 - 2023	-0.25%	5.93%	3.76%	-2.71%	2.22%

* The numbers have been restated for April 2022 pay gap due to improved systems and a change in methodology relating to the eligible population for inclusion.



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%.

In the upper quartile, the average for ethnically diverse colleagues is 3.7%, although here we see a notably higher variance for Black colleagues, at 8.3%.



Upper Quartile

	White	(blank)	Not Declared	Black	Asian	Mixed	Ethnically diverse
Median	£31.71	£29.02	£31.26	£29.06	£30.78	£30.93	£30.53
Difference	–	–	1.40%	8.35%	2.94%	2.45%	7.1%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£36.90	£33.93	£35.08	£33.40	£35.13	£34.67	£34.69
Difference	–	–	4.93%	9.47%	4.80%	6.05%	5.98%

Upper Middle

	White	(blank)	Not Declared	Black	Asian	Mixed	Ethnically diverse
Median	£18.13	£17.55	£19.07	£17.97	£17.99	£17.89	£18.04
Difference	–	–	-5.21%	0.89%	0.76%	1.34%	0.51%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£18.17	£17.73	£18.50	£18.07	£18.14	£17.89	£18.15
Difference	–	–	-1.83%	0.54%	0.18%	1.53%	0.09%

Lower Middle

	White	(blank)	Not Declared	Black	Asian	Mixed	Ethnically diverse
Median	£12.52	£12.83	£12.04	£12.20	£12.01	£11.91	£12.03
Difference	–	–	3.87%	2.62%	4.11%	4.94%	3.92%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£12.65	£12.84	£12.34	£12.49	£12.34	£12.28	£12.36
Difference	–	–	2.42%	1.26%	2.43%	2.92%	2.25%

Lower

	White	(blank)	Not Declared	Black	Asian	Mixed	Ethnically diverse
Median	£10.48	£10.51	£10.15	£10.41	£10.48	£10.48	£10.44
Difference	–	–	3.13%	0.62%	0.00%	0.00%	0.35%
	White	(blank)	Other	Black	Asian	Mixed	Ethnically diverse
Mean	£10.25	£10.31	£10.21	£10.43	£10.44	£10.43	£10.39
Difference	–	–	0.39%	-1.67%	-1.78%	-1.70%	-1.33%

Message from our EmbRACE Employee Network Group



Seeing the gap increase this year isn't where I hoped we'd be in 2023 but I recognise that this isn't for want of Capita trying. As an organisation I see every day that activities and programmes are being implemented to address the development and progression of Black, Asian and minority ethnic colleagues.

Over the last two years, Capita has introduced a number of transforming initiatives, like the internally produced and Institute of Leadership and Management accredited RISE Programme. We've ensured that employees have access to developmental practices that

will allow them to realise and develop their potential, as research has shown not everyone starts off on a level playing field.

As the chair of EmbRACE, alongside my Co-chair and the wonderful committee, we're building more ways to support our colleagues. We have an action plan built from the results from our People Survey; allowing us to better understand the needs of our marginalised colleagues to ensure we understand the pain points and help them be included and influence the shape of things to come in Capita.

We're in a privileged position to support change in Capita's policy and procedures, helping to identify the need to celebrate the different ethnicities and encouraging colleagues to share their diversity data to support our inclusion agenda. We have also supported by delivering a Manager's Toolkit and training on ethnicity and culture, ensuring managers know how best to support our diverse workforce and ensure all are elevated.

We continue to support ExCo with the Black Advisory Group listening sessions to ensure the challenges and issues our colleagues face every day is addressed through measurable outcomes.

It's not an easy path to walk but I see how Capita continues to take the strides forwards to redress the reason we have an ethnicity pay gap."

Fola Odunukan
Chair, EmbRACE Employee
Network Group



Capita employees: Assal Kaabipour, Samantha Campbell-Springer, Julie Scorer and Fola Odunukan

“ I am passionate about equality in pay across Capita. Our progress towards being a truly inclusive and diverse employer and workplace is a journey”

A closer look at some steps we have been taking in support of race equality



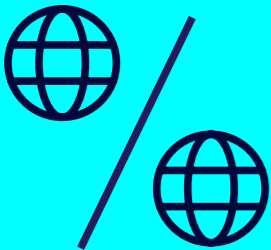
RISE

We launched our pilot RISE Future Leaders Programme (Reduce Inequality Strive for Equality), for Black and minority ethnic colleagues in January 2022 and following the success of the pilot, it was rolled out as wider global initiative in early 2023. Built in collaboration with our EmbRACE Employee Network Group, the development programme aims to address disparity of opportunity and support the progression of those who aspire to move into their first manager role, or who are in their first manager role and would like to progress to the next step.

Accredited by the Institute of Leadership and Management (ILM), RISE seeks to build colleague skills and confidence in leading for success; giving them the tools to think more strategically, to understand how to lead, influence and support.

Upon completion of the programme, participants have dedicated support to take a planned and more structured approach to their career and explore progression opportunities. Although it's early days the results are promising. Of the 19 colleagues who took part in the pilot 47% went on to secure a new permanent position or a secondment and

a further 26% went on to work on stretch projects. Since the pilot, a further fifty-three colleagues have completed the core programme and feedback has been highly positive. Now in the next phase of the scheme, individual participants are developing a career development plan supported by their manager, receiving support and guidance from a talent manager on taking the next steps in their career journey, and receiving ongoing coaching where needed.



RISE



“ RISE has provided me with new knowledge, confidence and inspiration to achieve more...”

I've just completed the RISE programme. It has been an eye-opening experience for me, as I have had the opportunity to meet and engage with colleagues from lots of different parts of the business and client areas.

The programme has given me knowledge and confidence around different aspects of leadership and mentorship.

From the onset, the programme was broken down to three phases; self-led research, group discussions and facilitated sessions, which for me, was

the perfect blend for learning and applying the course content.

RISE has provided me with new knowledge, confidence, and inspiration to achieve more, and prepared me well for when the next career opportunity arises.

I am very delighted to have been a part of RISE and on completion of the course, I have been introduced to a talent manger to discuss my long- and short-term goals. As a direct result, I have already applied for a new position and am looking forward to the next phase in my Capita career.

Dennis Nyingi
Operational Trainer, Capita Experience



“ The RISE programme has been a unique professional journey – a multifaceted approach to self-awareness and empowerment. The programme includes the exploration of cultural background and how it could influence decision-making and leadership style. Having these insights is an indispensable tool, enabling me to navigate the corporate landscape with confidence and precision, ultimately leading towards a career path of success”

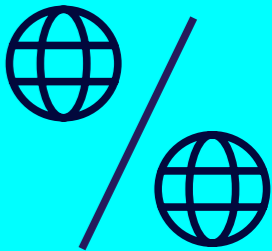
Through participating in the programme I have been encouraged to engage with other professionals and grow my network, taking a more strategic approach to leadership and personal career growth, catalysing positive change. Each one of us

on the programme has been encouraged to share experiences and advocate equitable practices, driving a transformative shift in corporate culture, fostering an inclusive and progressive environment for all.

Roshini Chalasani
Senior Business Analyst, Capita Public Service Network



Building a workplace where everyone feels they belong



Dedicated Employee Network Group

EmbRACE, Capita’s Race and Ethnicity Employee Network, champions all races and ethnicities within Capita. The network supports our corporate mission to create a workplace where all Capita colleagues 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.

Mutual mentorship – Ethnicity

Our reverse mentoring programme, called Mutual Mentoring is a non-hierarchical development relationship between two mentoring individuals. A mentor, a Black, minority ethnic colleague, is paired with a white senior colleague over a 12-month period. The pair discuss many of the barriers and challenges that the mentor faces in and outside of the workplace, the aim being to build a culture of openness and maintain the momentum for positive, systemic change. The mentee develops a deeper understanding and appreciation of the complexity of racism and the mentor. With an average Net Promoter Score of 68, the programme is highly valued by both mentees and mentors.



“ I started my IT career in 1998 and gained experience in various disciplines, such as engineering, operations for local government agencies, and architecture for a professional services organisation. I joined Capita in 2007 as a Technical Architect and I’ve worked in a variety of business units and divisions. Today, I’m an Enterprise Architect working in the Strategy & Architecture function within Technology & Software Solutions”

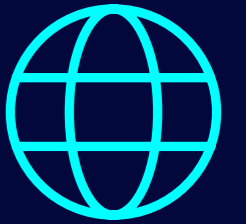
I create and maintain enterprise-wide strategies, ensuring that they align with the business objectives and requirements, and help design and implement solutions that are efficient, scalable, and adaptable to changing needs.

Over the last decade and a half, I’m pleased to have witnessed the Capita

diversity, equity and inclusion journey. Whilst there is still some way to go, I can see first-hand how we’re building a culture of openness. Being a mentor in our mutual mentoring scheme is testament to this. I’m having open and honest discussions with a senior leader who genuinely listens and is able to implement change and influences business policies.

Manny Sylva, Technical Architect & Mentor

Celebrating Black History Month



For the third year, in October we again celebrated the exceptional Black talent and allies in Capita with an awards programme run by our Black Employee Network. This year, was a global event; with colleague participation from across the globe



In conclusion: looking forwards

We are currently working on refreshing our internal Diversity & Inclusion (D&I) Strategy, redefining our priorities and measures of success to reflect the current D&I landscape and our evolving needs. This new strategy will be data and evidence-led to ensure that we are prioritising the areas where we need to have the greatest impact. It will lead to programmes and interventions that nurture a working environment where everyone can bring their authentic selves to work so they can fulfil their potential and contribute meaningfully to our clients' success. Closing these pay gaps, increasing gender representation and boosting the representation of black and ethnic minority colleagues at senior levels will continue to be a key priority for us.



Appendices

**Gender and pay gap
reporting explained**

The difference between the gender pay gap and equal pay

Equal pay is defined as 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.

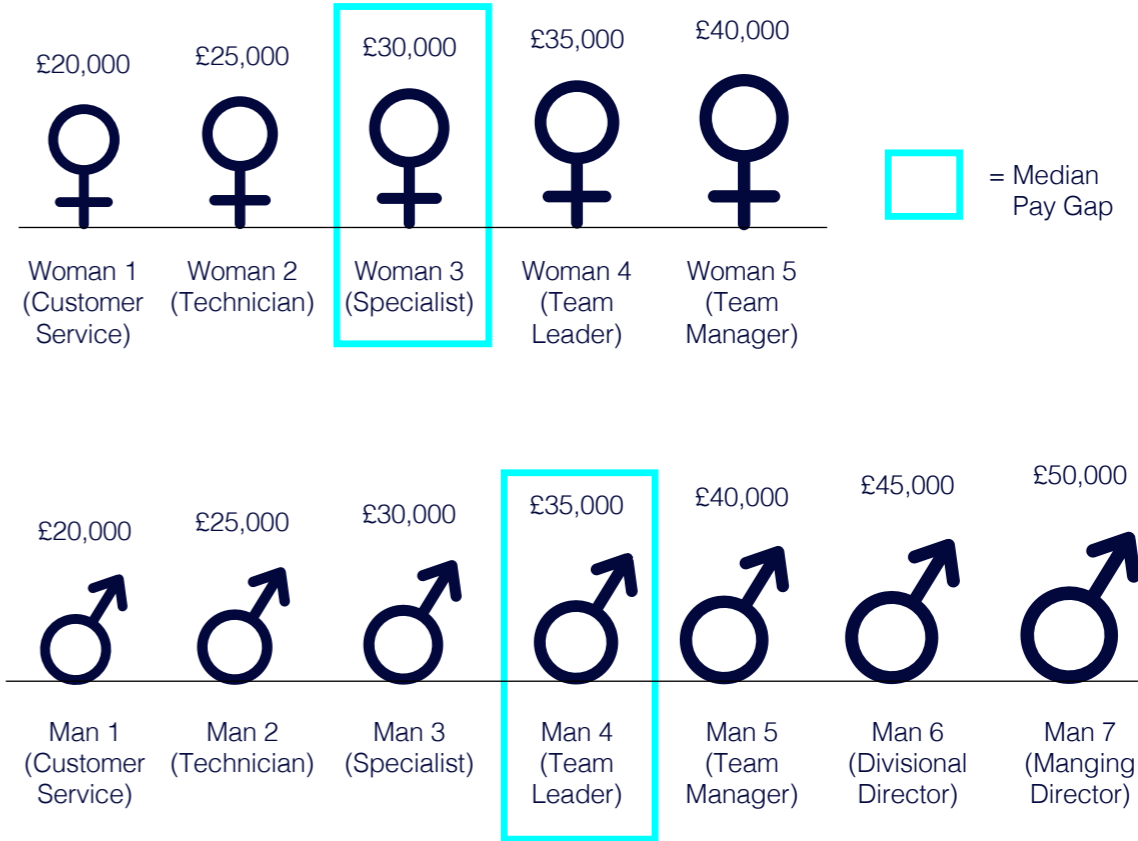


Median

The median is calculated by lining up every one 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.

Gender pay gap statutory disclosures

Data – UK

The data in this report (UK) is accurate at the snapshot date of 5 April 2023 and is reported in line with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

22 December 2023

Hourly Pay	
Median pay differential (mid-point)	15.40%
Mean pay differential (average)	18.79%

Bonus Pay	
Median pay differential (mid-point)	21.04%
Mean pay differential (average)	50.21%

Proportion of employees receiving a bonus	
Men	31.27%
Women	33.49%

Upper pay quartile	
Men	65.60%
Women	34.40%
Pay gap (median)	7.48%
Pay gap (mean)	6.60%

Lower middle pay quartile	
Men	48.78%
Women	51.22%
Pay gap (median)	2.54%
Pay gap (mean)	1.68%

Middle pay quartile	
Men	47.62%
Women	52.38%
Pay gap (median)	2.10%
Pay gap (mean)	1.48%

Lower pay quartile	
Men	42.44%
Women	57.56%
Pay gap (median)	0.72%
Pay gap (mean)	-1.59%

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)	31355	18.79%	15.40%	65.60%	34.40%	47.62%	52.38%	48.78%	51.22%	42.44%	57.56%	50.21%	21.04%	31.27%	33.49%
Capita Business Services	11274	20.43%	10.45%	64.50%	35.50%	38.51%	61.49%	49.18%	50.82%	41.86%	58.14%	58.35%	6.67%	36.48%	38.22%
Capita Customer Mgmt Ltd	7168	16.20%	14.12%	55.83%	44.17%	53.33%	46.67%	45.97%	54.03%	37.83%	62.17%	23.71%	19.29%	28.10%	25.03%
Capita L&P Regu Serv Ltd	2016	18.81%	20.45%	58.84%	41.16%	37.50%	62.50%	31.68%	68.32%	36.99%	63.01%	65.82%	38.13%	45.15%	45.63%
Capita Managed IT Sol Ltd	307	9.59%	12.15%	93.06%	6.94%	83.33%	16.67%	81.94%	18.06%	79.17%	20.83%	49.84%	-16.45%	20.85%	29.17%
Capita Pension Solutions Limited	2231	16.70%	14.06%	59.69%	40.31%	51.08%	48.92%	44.92%	55.08%	37.18%	62.82%	53.67%	33.93%	41.75%	48.39%
Capita Prop & Infra Ltd	489	17.98%	12.22%	79.82%	20.18%	62.28%	37.72%	77.19%	22.81%	53.04%	46.96%	85.91%	78.48%	3.65%	2.50%
Capita Resourcing Ltd	895	12.95%	17.97%	68.39%	31.61%	47.67%	52.33%	37.50%	62.50%	53.37%	46.63%	57.89%	59.42%	4.89%	7.64%
Capita Retail Fin Serv Lt	1031	-1.50%	0.30%	61.35%	38.65%	53.99%	46.01%	58.02%	41.98%	56.44%	43.56%	0.91%	0.00%	40.03%	34.58%
Capita Shared Services Ltd	2245	2.75%	6.48%	72.93%	27.07%	71.05%	28.95%	68.05%	31.95%	65.41%	34.59%	17.37%	25.67%	20.81%	32.81%
Capita Travel & Events Lt	419	28.38%	22.15%	48.96%	51.04%	27.08%	72.92%	25.00%	75.00%	19.59%	80.41%	40.67%	25.83%	23.81%	15.36%
Entrust Support Serv Ltd	525	2.26%	13.55%	61.67%	38.33%	57.14%	42.86%	44.17%	55.83%	54.62%	45.38%	53.76%	-0.18%	1.08%	1.22%
Fera Science Limited	470	9.87%	10.27%	58.72%	41.28%	50.46%	49.54%	40.37%	59.63%	51.38%	48.62%	43.37%	0.00%	83.91%	79.17%
akinika Debt Rec Ltd	326	1.58%	1.58%	53.70%	46.30%	58.49%	41.51%	50.00%	50.00%	54.72%	45.28%	19.43%	50.00%	16.85%	15.54%

Data – ROI

The data in this report (ROI) is accurate at the snapshot date of 30 June 2023 and is reported in line with the requirements of The Employment Equality Act 1998 (section 20A)(Gender Pay Gap Information) Regulations 2022.

22 December 2023

		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	1095	8.67%	14.90%	-0.35%	-0.35%	0.08%	-0.17%	-1.19%	-1.07%	13.70%	1.56%
All permanent	1076	8.90%	13.25%	-0.52%	-0.55%	0.14%	-0.14%	-1.19%	-1.05%	13.94%	1.06%
All temporary	19	-4.62%	9.32%	2.77%	1.91%	-6.09%	-6.09%	-2.26%	-2.26%	0.00%	5.41%
Full time permanent	897	3.60%	14.02%	-0.21%	-0.41%	0.27%	0.03%	-1.46%	-1.20%	12.22%	1.41%
Full time temporary	17	-9.11%	-3.49%	1.10%	-0.54%	-6.09%	-6.09%	-2.26%	-2.26%	-0.58%	5.41%
Part time permanent	179	44.77%	18.01%	-2.21%	-1.76%	-0.30%	-1.22%	1.02%	0.57%	26.39%	0.81%
Part time temporary	2	n/a	11.15%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

		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	1095	50.73%	49.27%	30.66%	69.34%	34.67%	65.33%	40.66%	59.34%	39.18%	60.82%
All permanent	1076	50.75%	49.25%	30.22%	69.78%	34.69%	65.31%	40.59%	59.41%	39.03%	60.97%
All temporary	19	50.00%	50.00%	50.00%	50.00%	33.33%	66.67%	50.00%	50.00%	47.37%	52.63%
Full time permanent	897	55.65%	44.35%	33.81%	66.19%	40.00%	60.00%	43.80%	56.20%	43.59%	56.41%
Full time temporary	17	57.14%	42.86%	60.00%	40.00%	33.33%	66.67%	50.00%	50.00%	52.94%	47.06%
Part time permanent	179	19.44%	80.56%	17.24%	82.76%	14.29%	85.71%	13.79%	86.21%	16.20%	83.80%
Part time temporary	2	0.00%	100.00%	0.00%	100.00%	n/a	n/a	n/a	n/a	0.00%	100.00%

		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	1095	37.90%	1.84%	41.26%	45.20%	n/a	n/a	0.00%	0.00%
All permanent	1076	38.43%	3.25%	41.67%	45.27%	n/a	n/a	0.00%	0.00%
All temporary	19	-77.96%	-67.99%	22.22%	40.00%	n/a	n/a	0.00%	0.00%
Full time permanent	897	33.52%	0.99%	41.18%	46.25%	n/a	n/a	0.00%	0.00%
Full time temporary	17	-77.96%	-67.99%	22.22%	50.00%	n/a	n/a	0.00%	0.00%
Part time permanent	179	56.14%	9.75%	48.28%	42.00%	n/a	n/a	0.00%	0.00%
Part time temporary	2	n/a	n/a	0.00%	0.00%	n/a	n/a	0.00%	0.00%