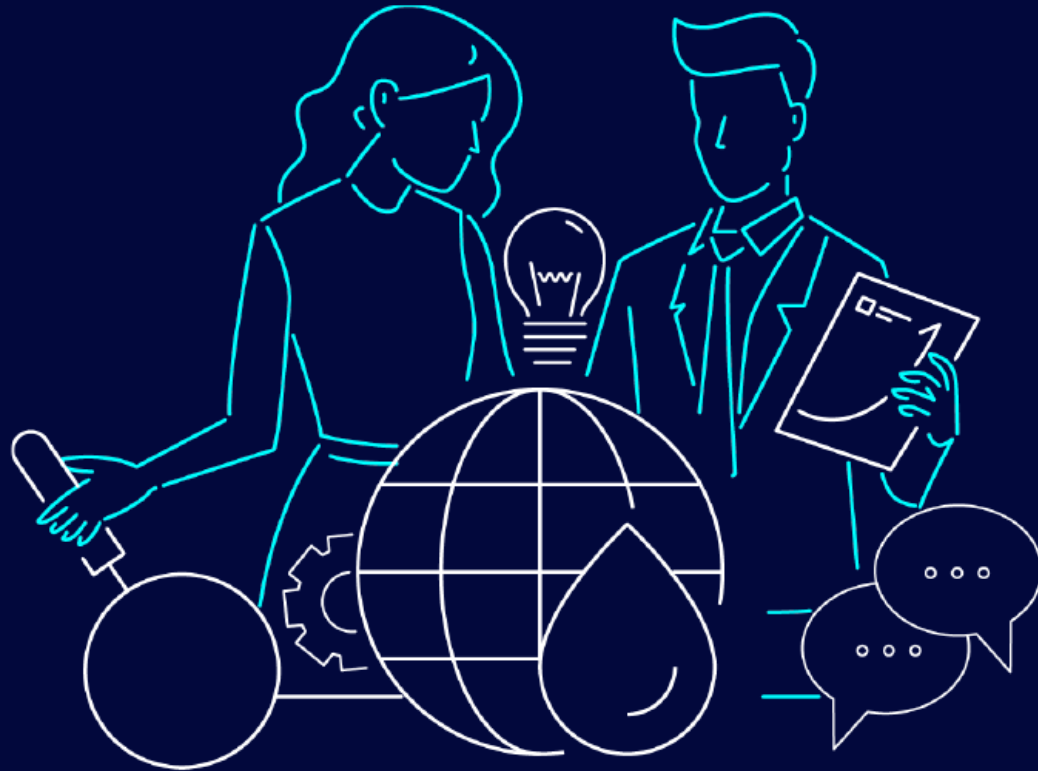


Responsible Business

Performance
Update 2021



Focusing on what matters

	People	Community	Planet	Operating responsibly
Delivering our strategy themes	 Building a more inclusive organisation	 Driving greater social mobility  Enabling better digital access	 Reducing our environmental impact	 Operating responsibly for our stakeholders
Goals	Ensuring our workforce reflects the diversity of the communities we serve and is inclusive.	- Empowering 100,000 young people in the communities we serve to progress into the world of work by 2023. - Equipping 10,000 people in our communities with the digital skills required for today's world by 2023.	Seeking to reduce our carbon footprint and supporting our clients to do the same.	Seeking to integrate environmental, social, ethical and governance considerations across our business operations.
Areas of focus	- Prioritising our colleagues' wellbeing - Engaging with our colleagues - Reimagining our workplaces - Building an inclusive organisation	- Tackling youth unemployment - Promoting digital skills for all	- Tackling environmental challenges with clients - Improving our environmental performance - Adapting to climate change	- Client relations - Supplier engagement - Ethical business
Supporting the United Nations' Sustainable Development Goals	   	 	 	 

Performance update 2021

Metric	Unit	2021	2020	2019
Youth skills and jobs				
No. of apprenticeship opportunities provided in Capita	No. of apprentices	1,400	1,039	765
No. of students placed in work experience placements	No. of people taking up work experience	56	20	48
Total number of volunteering hours carried out by Capita employees	No. of hours	1,425	4,663	16,651
Digital inclusion				
Community investment:	£	914,507.80	2,053,502	2,826,571
Charitable spend	£	617,417	1,498,218	1,604,956
Value of volunteering hours	£	35,614	116,842	416,269
Gifts in Kind	£	2,210	104,965	33,790
Amount of employee raised funds for charities (includes match funding from Capita)	£	10,061	83,095	504,975
Amount of employee giving through payroll for charity	£	195,335	250,381	266,581

Performance update 2021

Metric	Unit	2021	2020	2019
Sustainable innovation				
Goal: To reduce our carbon footprint by 5% annually.	% reduction in annual carbon emissions	21.03	39.77	8.68
Total carbon emissions (location based)	Tonnes of CO ₂ e	43,609	55,219	91,677
Total carbon emissions (market based)	Tonnes of CO ₂ e	29,848	50,386	91,677
Scope 1 emissions	Tonnes of CO ₂ e	15,021*	18,979*	91,677
Scope 2 emissions (location-based)	Tonnes of CO ₂ e	24,088*	28,359*	91,677
Scope 2 emissions (market-based)	Tonnes of CO ₂ e	10,328*	23,526*	91,677
Scope 3 emissions	Tonnes of CO ₂ e	4,500*	7,881*	91,677
Carbon intensity by turnover (location-based)	Tonnes of CO ₂ e/£1m turnover	13.7	17.4	91,677
Carbon intensity by headcount (location-based)	Tonnes of CO ₂ e/Full Time Equivalent (FTE)	0.73	0.99	1.50

Performance update 2021

Metric	Unit	2021	2020	2019
Inclusive workplaces				
% of people answering agree/strongly agree to 'My manager's behaviour is consistent with Capita's/my business's values and behaviours' through our People's survey	%	89**	69	65
Total Capita employees	No. of employees	52,280	55,543	61,149
Countries from which our employees operate	No. of countries	10	10	10
Headcount by gender	% female	49.5	48	48
	% male	50.5	52	52
Board headcount by gender	% female	30	33	36
	% male	70	67	64
Executive Committee headcount by gender	% female	27	29	29
	% male	73	71	71
Senior management headcount by gender (Directors of subsidiary legal entities as per requirements of the Companies Act section 414C(8)(c)(ii) and 414c(10)(b))	% female	15	17	14
	% male	85	83	86
Proportion of our workforce who are disabled (excludes Poland) based on voluntary disclosure	% disabled	2	21	New metric
Disability declaration rate	%	14	7	New metric

Performance update 2021

Metric	Unit	2021	2020	2019
Inclusive workplaces				
Proportion of our workforce by ethnicity (excluded Germany, Poland, India and Switzerland) based on voluntary disclosure				New metric
Ethnicity declaration rate	%	56	74	New metric
Proportion Asian	% Asian	11	9	New metric
Proportion Black	% Black	8	7	New metric
Proportion White	% White	64	65	New metric
Proportion Mixed ethnicity	% Mixed ethnicity	10	9	New metric
Proportion Other	% Other	6	9	New metric
Proportion prefer not to say	% Prefer not to say	1	1	New metric
Proportion of our workforce by sexual orientation (excludes Germany, Switzerland, Poland and UAE) based on voluntary disclosure				New metric
Sexual orientation declaration rate	%	21	15	New metric
Proportion asexual	% asexual	1	1	New metric
Proportion bisexual	% bisexual	2	2	New metric
Proportion heterosexual	% heterosexual	92	86	New metric
Proportion homosexual	% homosexual	4	4	New metric
Proportion pansexual	% pansexual	1	1	New metric
Proportion prefer not to say	% Prefer not to say	0	7	New metric
Median (mid-point) hourly pay difference between BAME and white colleagues	%	14.4	13.8	New metric
Mean (average) hourly pay difference between BAME and white colleagues	%	12	12.5	New metric
Median (mid-point) hourly pay difference between male and female	%	21.3	20.2	21.00
Mean (average) hourly pay difference between male and female gender pay gap	%	24.6	24.2	24.50

Performance update 2021

Metric	Unit	2021	2020	2019
Operating responsibly				
Swing in Employee Net Promoter (eNPS)	Percentage point swing	13	7	14
Client net promoter score (cNPS)	Score between -100 and 100	29	32	16
Employee voluntary turnover rate (proportion of people leaving Capita voluntarily in reporting year)	%	30	20	23
Lost Time Injury Rate (LTIR)	Indicator for safety performance	0.12	0.01	0.02
Total Recordable Incident Rate (TRIR)	Indicator for health and safety performance	0.01	0.02	0.04
High Potential Incident (HiPO)	Incident not causing loss or damage but, under different circumstances would result in an accident	0.02	0.01	0.13
Proportion of part time employees	%	15	16	16
Number of employees covered by collective bargaining agreements	No. of employees	7608	8,765	9,235

Performance update 2021

Metric	Unit	2021	2020	2019
Operating responsibly				
Total procurement spend	£bn	2.1	2	2.10
Total number of suppliers	No. of suppliers	21,366	24,540	26,700
Countries from which our suppliers originate	No. of countries	79	87	85
Proportion of sole traders with supply chain	% of sole traders	18	14	16
Proportion of small and micro businesses (>1 employees <50 , <£10m turnover) within supply chain	% of small and micro businesses	41	41	33
Proportion of small and medium enterprises (SMEs) (>50 employees <250, <£50m turnover) within supply chain	% of SMEs	22	36	46
Proportion of sole traders paid within payment terms	%	95	69	80
Proportion of small and micro businesses (>1 employees <50 , <£10m turnover) paid within payment terms	%	72	72	76
Proportion of small and medium enterprises (SMEs) (>50 employees <250, <£50m turnover) paid within payment terms	%	85	85	86
Proportion of large businesses (>250 employees) paid within payment terms	%	97	85	81
Proportion of suppliers paid within 60 days (invoices paid through Capita UK companies)	%	95	95	97
Proportion of suppliers paid within payment terms (invoices paid through Capita UK companies)	%	98	88	91

Performance update 2021

Notes:

Corporate Citizenship was engaged to provide independent limited assurance over the selected greenhouse gas emissions data highlighted in this report with a * using the assurance standards ISAE 3000 and 3410. Corporate Citizenship has issued an unqualified opinion over the selected data; their full assurance statement is available at www.capita.com/responsible-business.

Scope 1: Emissions from Capita sources that are controlled by us, including the combustion of fuel, company-owned vehicles and the operation of our facilities.

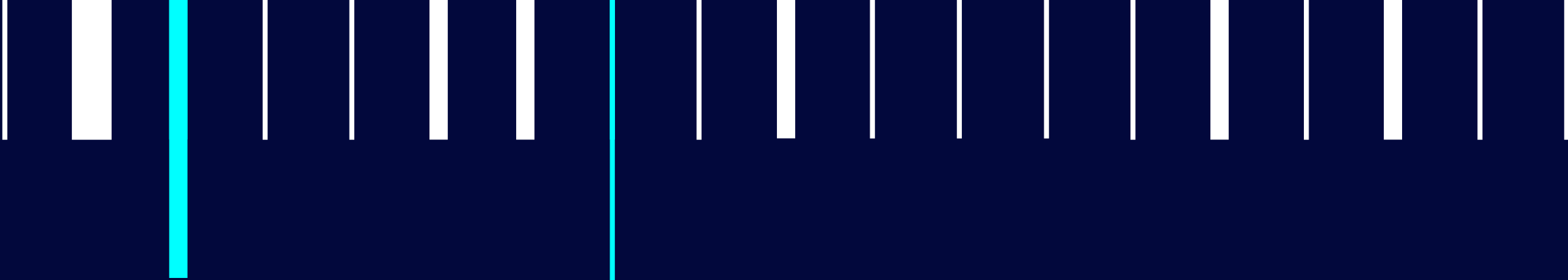
Scope 2: Emissions from the consumption of purchased electricity, heat or steam.

Scope 3: Emissions from non-owned sources related to Capita's activities, business travel and waste only.

Methodology

Our disclosures cover sources of our greenhouse gas emissions from our operations in UK, Ireland, Europe (Poland, Germany, Switzerland, Austria), India and South Africa. Capita converts the consumption data into a carbon footprint with consideration to the World Business Council for Sustainable Development and World Resources Institute's (WBCSD/WRI) Greenhouse Gas Protocol, together with the latest emissions factors from the UK Department for Environment, Food and Rural Affairs (Defra) or, where available, the latest industry factors, such as hotel stays from the Green Tourism Board Scheme.

** the Survey question has changed in 2021 from 'I think Capita values the opinions of employees, regardless of their background or difference' to 'My manager's behaviour is consistent with Capita's/my business's values and behaviours'



**Further
information**

<https://www.capita.com/responsible-business>