

2022 Responsible Business Report



Continuously creating better

 **capita**



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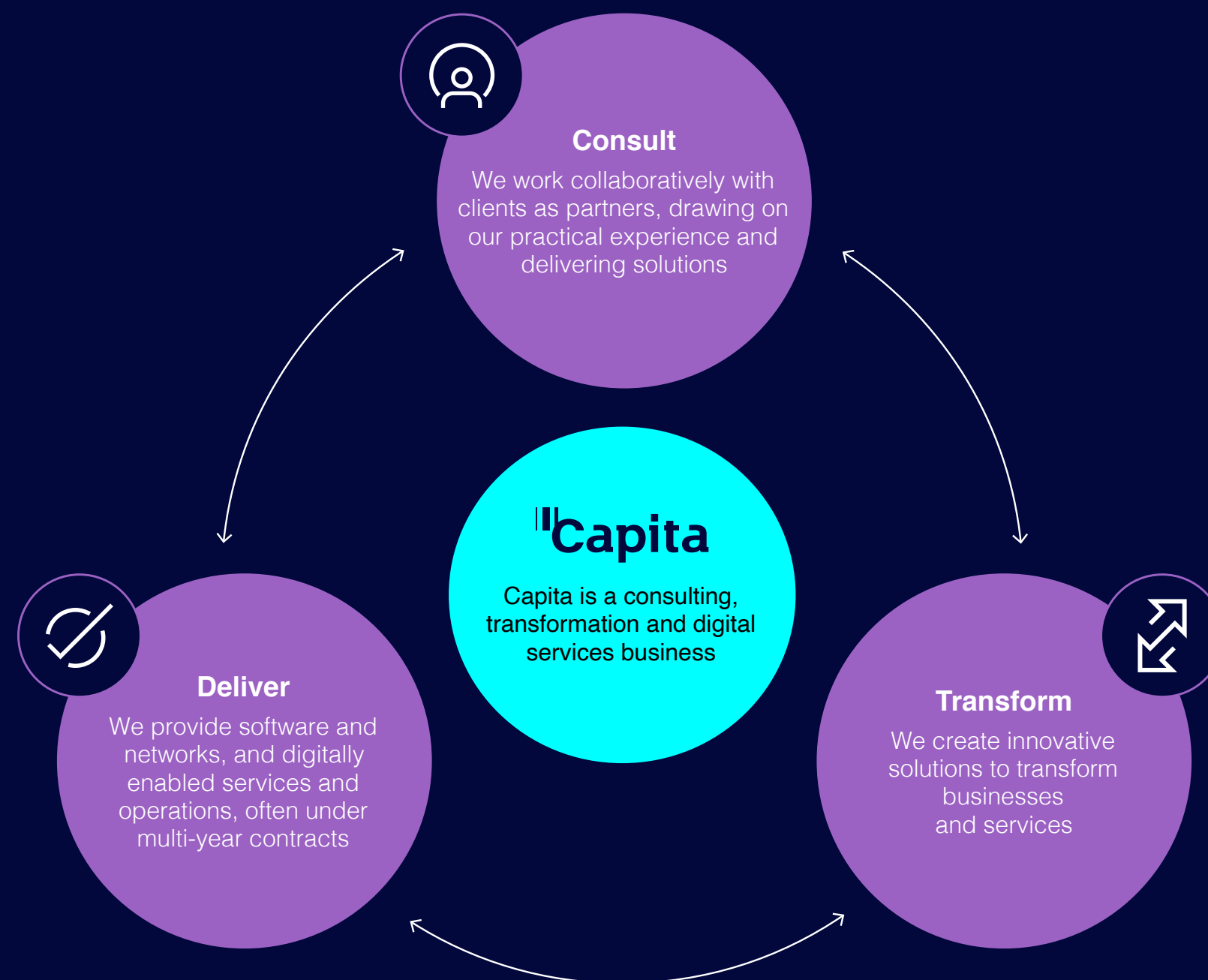
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About Capita

Capita is a leading provider of business process services, driven by data, technology and people.

Everything we do is underpinned by our purpose: to ‘create better outcomes’ – for our employees, clients and their customers, suppliers and partners, investors, and society. Every day we help millions of people by delivering innovative, digitally enabled solutions to transform and simplify the connections between governments and citizens, businesses and customers.

We partner with clients and provide them with the insight and technologies that allow them to focus on what they do best and make peoples’ lives easier and simpler. We operate across two core divisions – Public Service and Experience – in the UK, Europe, India and South Africa; a third division, Portfolio, comprises our remaining non-core businesses being prepared for disposal.



Capita's structure in 2022

Two divisions focused on distinct market and client needs; a third division of non-core businesses.



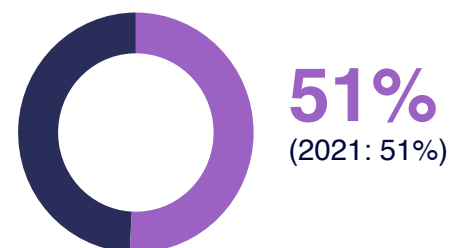
Capita Public Service

The number one² strategic supplier of business process services (BPS) and technology services to the UK Government.

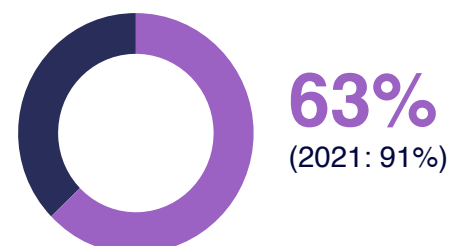
Main verticals:

Education & Learning;
Local Public Services;
Health & Welfare;
Defence, Fire & Security;
Justice, Central Government
and Transport.

Adjusted revenue¹ contribution



Adjusted divisional operating profit¹ contribution



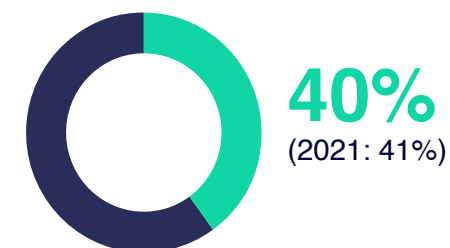
Capita Experience

Experience is one of western Europe's leading customer experience businesses. It is the market leader in the UK³ and ranks fifth in Germany³ and Europe³.

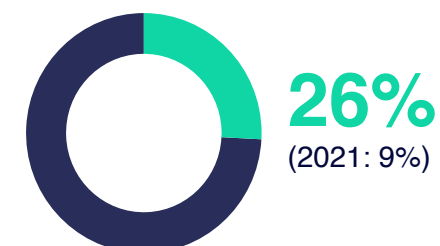
Main verticals:

Telecoms, Media & Technology;
Multi-industry; and
Financial Services.

Adjusted revenue¹ contribution



Adjusted divisional operating profit¹ contribution



Capita Portfolio

Remaining portfolio of valuable but non-core businesses, targeting sale by half year 2023, depending on market conditions.

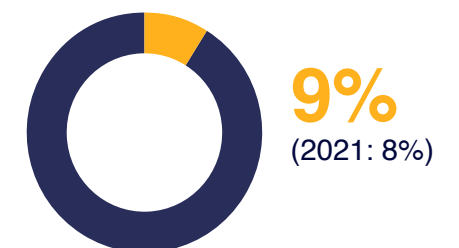
Pillars:

People; Software; Business Solutions; Travel; and Fera.

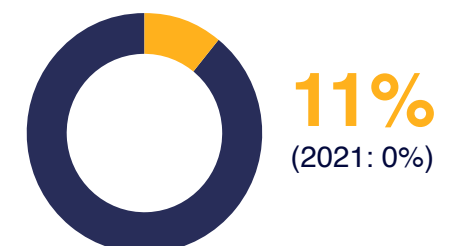
Sold during 2022:

Technology, Property.

Adjusted revenue¹ contribution



Adjusted divisional operating profit¹ contribution



¹ Refer to APMs on pages 229 to 231 in our [Annual Report](#).

² TechMarketView.

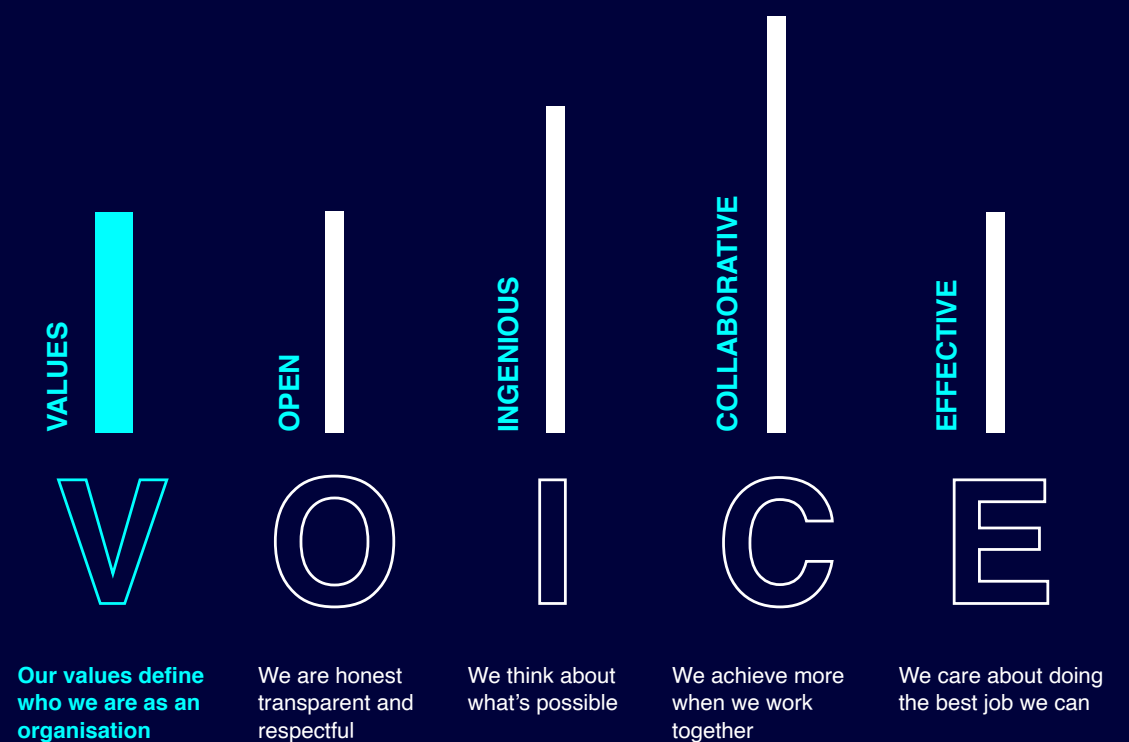
³ NelsonHall.



Our purpose and values

We are driven by our purpose: to **'create better outcomes'** – for our colleagues, clients and customers, suppliers and partners, investors, and society. We are committed to being responsible business – in how we operate, serve society, respect our people and the environment, and deliver improving returns to our investors. Everyone at Capita strives to create better outcomes for all our stakeholders by living our values of being open, ingenious, collaborative and effective. We bring these values to life through our day-to-day behaviours and by putting our purpose at the centre of everything we do.

Our values and behaviours remain more relevant than ever.



Capita 'creates better outcomes' for all its stakeholders



Our people by providing an environment in which they can thrive and develop

Number of people in 2022

50,000



Clients and customers by delivering solutions, transforming businesses and services, and by delighting them

Customer net promoter score (cNPS) in 2022

+35pts



Suppliers and partners by treating them fairly and encouraging them to deliver

Supplier payment compliance in 2022

99%



Investors by delivering improving free cash flow and returns

Share price movement in 2022

(12.2)p



Society by acting as a responsible business for the communities we serve

Reduction in carbon footprint in 2022

4.6m gross tonnes



A message from Jon Lewis, Chief Executive Officer



Jon Lewis, Chief Executive Officer at Capita

Emerging from a challenging period and continuing to create better.

“ The 2022 reporting year for Capita’s responsible business performance was marked by significant developments in our company’s evolution, as we launched a strategic transformation to become a simplified, more focused organisation to deliver on our commitment of improved financial performance. Having embedded a new corporate structure, comprising two divisions focused on distinct market and client needs and a third division of non-core businesses, we have stabilised our business, creating a platform for growth.

As a result, Capita realised positive financial results during a period of unparalleled uncertainty as we emerged from the Covid-19 pandemic into a convergence of political and geopolitical turmoil and skyrocketing inflation. Throughout, Capita remained driven by our purpose: to **‘create better outcomes’ for our employees, clients and customers, suppliers and partners, investors, and society.**

During this period of our corporate reset and renewed focus, we remained wholly committed to being a responsible, purpose-led business. Being values-driven is now embedded in Capita’s DNA, with a consistent and constant focus on how we can deliver better for all our stakeholders.

This commitment was formalised in 2022 by establishing a new ESG (Environmental, Social and Governance) Committee on our Board, with a mandate to focus on responsible business issues and best practices, and provide additional strategic oversight, accountability and guidance.

During 2022, we monitored our progress against the four main thematic “pillars” of our responsible business strategy, which outline a specific plan guiding our actions toward:

- building a more inclusive organisation
- tackling economic inequality and increasing digital inclusion
- reducing our environmental impact
- operating responsibly.

We focused on specific action plans in each of these themes, and among the significant range of activities delivered - outlined in this report, a number of highlights emerged. These included:

- continuing commitment to be a real living wage accredited employer
- science-based climate targets (we aim to be net zero by 2035)
- significant progress towards our diversity goals
- the launch of our Capita Leadership Council
- continuing commitment to employee Board representation
- investing approximately £1m in our communities.

We are pleased to share detailed performance and case studies, which have been guided by our responsible business strategy, ensuring we remain focused on supporting the United Nations’ Sustainable Development Goals (UNSDGs) while addressing areas where we can have the biggest impact.

This coincides with my retirement as Capita’s CEO. I’m proud of our progress in building a purpose-led business with a solid culture reinforced through our diversity, inclusion and engagement activities and programmes. Above all, I’m grateful to all my colleagues for their contribution in delivering on our commitments every day.

We know that to ‘create better outcomes’ we must constantly respond, adapt and evolve, and we are proud to re-commit to our corporate purpose.”

Jon Lewis, Chief Executive Officer at Capita

















Caitlin Kinsella
Director of Responsible
Business at Capita

“In an increasingly complex and fast-changing world, it’s never been more imperative for businesses to act responsibly, ethically and with an understanding of how everything we do impacts individuals, communities, environments and ecosystems. Balancing the needs of our diverse stakeholders always brings inherent challenges, but with purpose as our north-star, we are committed to taking each decision in a balanced and thoughtful way. I am immensely proud of the work we have done to increase our positive impact as a responsible business so far, and I know the broad team of experts I work with here in Capita remain committed to continuously creating better.”

Our responsible business strategy

Our purpose – to create better outcomes – is underpinned by our responsible business strategy developed after considerable stakeholder engagement. Launched in 2019, the strategy defines the environmental, social, ethical and governance issues of importance to our business and society, and the steps we are taking to address them.

We are addressing the global challenges of importance to our business and society.	 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	<ul style="list-style-type: none"> Empowering 100,000 young people in the communities we serve to progress into the world of work by the end of 2023 Equipping 10,000 people in our communities with the digital skills required for today's world by the end of 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	<ul style="list-style-type: none"> Prioritising our colleagues' wellbeing Engaging with our colleagues Reimagining our workplaces Building an inclusive organisation 	<ul style="list-style-type: none"> Tackling youth unemployment Promoting digital skills for all 	<ul style="list-style-type: none"> Tackling environmental challenges with clients Improving our environmental performance Adapting to climate change 	<ul style="list-style-type: none"> Client relations Supplier engagement Ethical business
Supporting the UNSDGs	   	 	 	 

Our responsible business impact since 2019

 **Achieved “A” CDP** (Carbon Disclosure Project) **score in 2022**, up from D in 2019

 **Zero reported breaches** of human rights or modern slavery

 **78% employees** seen connection to purpose

 **30,000 volunteering** hours logged since 2019

 **14% ethnic minority** representation on the Board

 **44% women** on the Board

 **44% of our senior leaders are women** (CEO to CEO-4)

 **98% of employees trained** in safeguarding

 **EcoVadis Silver Award**

 **Three employee directors** on the Board since launch

 **Three years** of being **real living wage-accredited**

 **Two years** of voluntarily sharing **ethnicity pay gap data**

 **£74.8m** profit

 **cNPS +35** increase

 **96% Cabinet Office compliance** in the modern slavery assessment tool

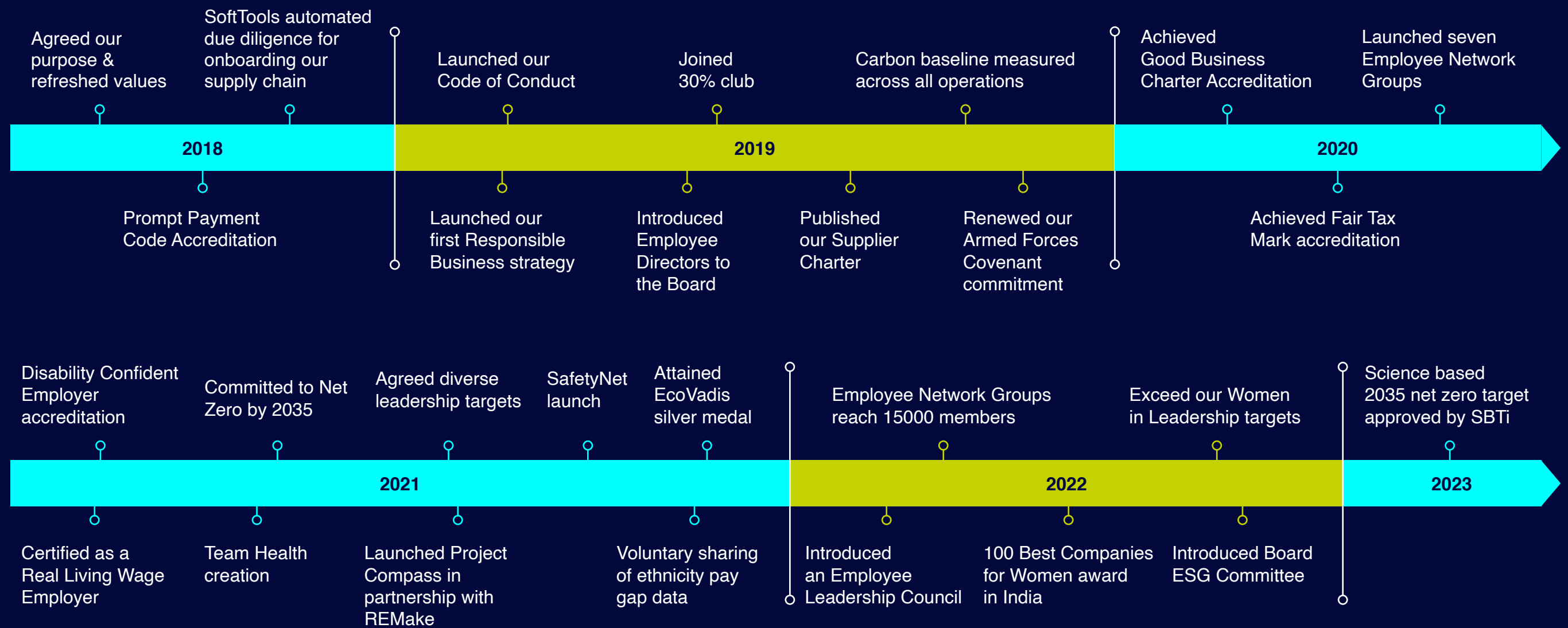
 **99% suppliers** paid to term (0-60days)

 **569,000 learning modules** completed

 **219 colleagues** supported through SafetyNet process



Highlights of our journey so far



People

The post-pandemic recovery period saw a return to a ‘new normalcy’ at Capita, however the cost-of-living crisis together with global financial and political uncertainties that emerged during 2022 required us to pay particular attention to the mental wellbeing of our people.

We introduced programmes to address these pressures and challenges while continuing our commitment to creating a workforce that reflects the diversity of the communities we serve, and a working environment in which no one feels excluded.



Scott Hill
Chief People Officer at Capita

“As Chief People Officer, I am accountable for both responsible business delivery, and attracting, retaining, supporting and growing the 50,000 people we employ in eleven countries. In 2022, our focus in the People function remained on making Capita a place that talented and diverse individuals want to join and stay – a workplace that delivers on our four employee value proposition themes: be yourself; make an impact; expand your horizons; and shape our future... And while we know it is a continuous journey to create a compelling experience for every employee globally, we have a brilliant team of colleagues who are delivering real, year on year progress towards that goal.”

Prioritising, safety, health and wellbeing

As the cost-of-living crisis intensified, we initiated additional programmes which recognised the potential toll of economic uncertainty on the mental health of colleagues. Unafraid of tackling difficult subjects, we launched suicide awareness initiatives and new guidance relating to domestic abuse.

We also launched our Group menopause procedure, supported by our inaugural virtual Menopause Café.

Our new mandatory safeguarding training achieved a 98% completion rate for level one and 99% for level two, exceeding our internal compliance targets of 95%. The safeguarding training is a key element of the overarching Group Safeguarding Framework.

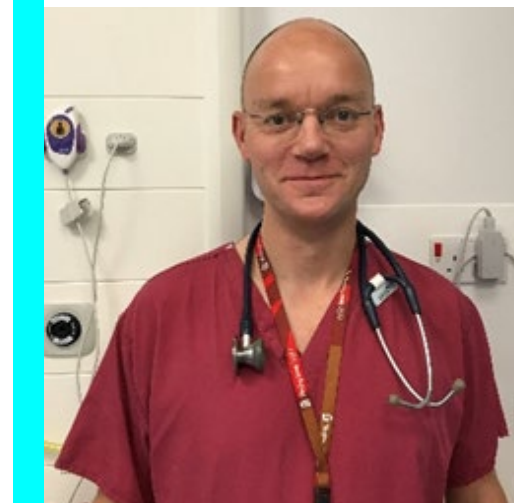
All colleagues are encouraged to ask for help when needed, and we have a range of support options available. Our Wellbeing Hub now brings all our resources supporting physical, mental, social, and financial wellbeing together in one convenient and accessible place.

We have introduced targeted wellbeing interventions when and where required which follow a structured approach to ensure we address the specific issues and measure the impacts.

We have Employee Assistance Programs or similar support services available to all colleagues globally, which provide access to counselling and online resources. In addition, colleagues can raise a request for reasonable adjustments if required. We also expanded and upgraded our 'SafetyNet' initiative, launched in 2021 to provide guidance and assistance to line managers and human resources representatives, supporting employees with complex HR issues, complicated by wellbeing, safeguarding or vulnerability issues.

With a multifaceted approach, SafetyNet provides objective advice and recommends additional interventions for managers and colleagues dealing with difficult situations. The SafetyNet programme has supported 219 colleagues since launch.

Our colleagues reported improved feelings of health and wellbeing, with a Wellbeing Index rating of 71% in our annual people survey (up 4% from 2021).



Dr. Charles Young
Group Senior Medical Officer
at Capita

“With the cost-of-living crisis and its attendant uncertainties adding to an already difficult global environment, 2022 was a challenging year for our people. These challenges meant that our existing focus on mental health and wellbeing became even more of a high-profile priority. Part of our response included introducing new programmes to de-stigmatise mental health challenges, and provide definitive assistance for those who felt overwhelmed, while creating an open and non-judgmental environment where colleagues can come forward to share with others and receive support. Most importantly, we worked hard to reinforce our message that at Capita we genuinely care about the people we work with, the communities we serve and work within, and our impact on the environment.”

Engagement with colleagues

Every year, we ask for feedback from our people about working at Capita, seeking their commentary on how we are progressing as a purpose-led and responsible business. The data from the Our People Survey is used to understand long-term cultural and behavioural trends and to set priorities to meet the needs and expectations of our people.

The 2022 Our People Survey participation rate of 72% exceeded our 2021 participation rate (68%). Our employee net promoter score (eNPS) rose by 15 points in 2022, while our employee engagement index increased by 9%. These results vary between our divisions, however, requiring us to continue working to create an inclusive workplace where everyone feels their voice can be heard.



Key metrics	2022	2021
eNPS (points)	-9	-24
Voluntary turnover (%)	30	30
Employee engagement index (%)	65	56
People survey response rate (%)	72	68

Building an inclusive organisation

Capita is committed to creating an environment where diversity is valued, respected, and included, where we benefit from all colleagues sharing different perspectives and bringing their whole selves to work. In this way, each person can do their part to create better outcomes, delivering better for our clients and end-users.



Marcel De Jonghe
Diversity & Inclusion Consultant
at Capita

“I’m very proud of the work we’re achieving in Capita to not only promote diversity but to harvest a real, inclusive environment. Our Employee Network Groups (ENGs) are empowered to feedback into the organisation about the issues that impact real people in their working lives. They’ve helped to produce meaningful changes for thousands of colleagues.”

During 2022, we continued to build on our foundational work to create a more inclusive workplace for all our people.

Highlights included:



growing and supporting our eight global employee network groups, more than **15,000** network members



continuing in our commitment to remain a ‘**real living wage**’ employer in the UK



expanding the use of **personal pronouns** on all communications platforms (Workday, Outlook and Teams) to ensure all our colleagues are represented and supported in the way they wish to be recognised



launching a new ‘**life leave**’ policy, to support employees with paid time off for fertility treatment, early pregnancy loss and more



running an ongoing lunch and learn series to build awareness and understanding of our similarities and differences. In 2022 this included topics such as, **menopause, faith and wellbeing, debunking the myths behind ADHD, and baby loss awareness**



this was in addition to our ongoing celebration of awareness events, including (but not limited to) **Pride, International Women’s Day, International Men’s Day, Racial Equality Week, Black History Month, Mental Health Awareness Week, and International Day of People with Disabilities**



celebrating our Black colleagues with our second annual Black Employees Awards, held during Black History Month in October

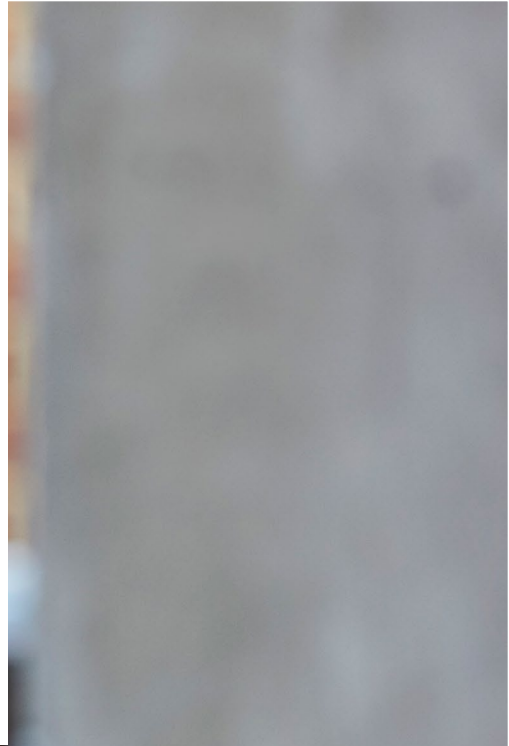


continuing to **review employee survey results** and working with our employee network groups on findings and results



developing numerous programmes to **support the career progression of underrepresented groups**:

- Capita’s RISE (reduce inequality strive for equality) and RISE for Women programmes are specifically designed for Black, Asian & minority ethnic and female colleagues, equipping those with the practical tools and mechanisms to drive their careers forward.



We are proud to have earned external recognition for our diversity and inclusivity programming:



highly commended by the **Employers Network for Equality & Inclusion** for our approach to intersectionality



recognised as a '**Leading Light**' by the UK Social Mobility awards



ranked in the 100 Best Companies for Women in India



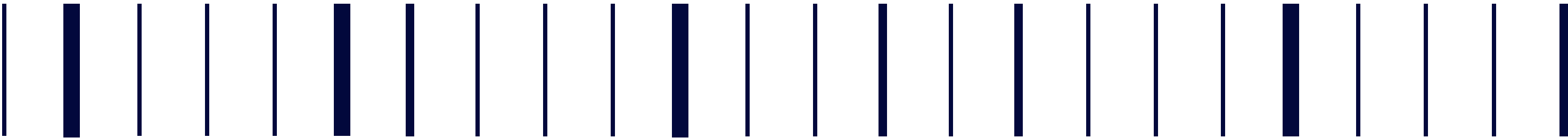
recognised as one of the **2022 Exemplars in Most Inclusive Companies Index** in India.

In 2022, we continued with our three diversity focus areas, women in senior leadership, ethnic diversity in middle and senior leadership, and supporting colleagues with a disability.

We are pleased to say that:

- we exceeded our 2022 targets for women in senior roles. Our workforce is 51% female, and in our senior leadership roles 42% are female. In addition, both our Board and Executive Committee are 44% female.
- we exceeded our 2022 targets for ethnic diversity in leadership roles. Our workforce is 21% ethnically diverse, including 7% Black, and our senior leaders are now 14% ethnically diverse (in the UK) and 3% Black. In 2023 we will be working on targets for additional geographies. In addition, both our Board and Executive Committee are each 22% ethnically diverse.

- in 2022, we had 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 can 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.
- 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.
- in 2022, we were recognised as Disability Confident Employer (level two) status across the Group, and we are currently reviewing plans to achieve level three status. We are particularly proud of the work we did with the Capita ability network to support our colleagues with a disability, such as the launch of our adjustments passport to ensure that reasonable adjustments follow our employees throughout their career in Capita. We also increased our disability declaration level by 8%.



Inclusive workplaces	Unit	2022	2021	2020	2019
Headcount by gender	% female	51	49.5	48	48
	% male	49	50.5	52	52
Board headcount by gender	% female	44	30	33	36
	% male	56	70	67	64
Executive Committee headcount by gender	% female	44	27	29	29
	% male	56	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	26	15	17	14
	% male	74	85	83	86

Pay Gap	Unit	2022	2021	2020	2019
Median (mid-point) hourly pay difference between BAME and white colleagues	%	21.60	14.4	13.8	New metric
Mean (average) hourly pay difference between BAME and white colleagues	%	16.33	12	12.5	New metric
Median (mid-point) hourly pay difference between male and female	%	19.96	21.3	20.2	21.00
Mean (average) hourly pay difference between male and female gender pay gap	%	22.95	24.6	24.2	24.50



Proportion of our workforce by ethnicity (excluded Germany, Poland, India and Switzerland) based on voluntary disclosure	Unit	2022	2021	2020	2019
Ethnicity declaration rate	%	62	56	74	New metric
Proportion Asian	% Asian	8	11	9	New metric
Proportion Black	% Black	7	8	7	New metric
Proportion White	% White	37	64	65	New metric
Proportion Mixed ethnicity	% Mixed ethnicity	6	10	9	New metric
Proportion Other	% Other	3	6	9	New metric
Proportion prefer not to say	% Prefer not to say	1	9	1	New metric

Inclusive workplaces	Unit	2022	2021	2020	2019
Proportion of our workforce who are disabled (excludes Poland) based on voluntary disclosure	% disabled	3	2	21	New metric
Disability declaration rate	%	22	14	7	New metric
% 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	%	92	89	69	65
Total Capita employees	No. of employees	50,047	52,280	55,543	61,149
Countries from which our employees operate	No. of countries	11	10	10	10

Employee Network Groups

During 2022, we continued to grow and support our eight global employee network groups, with more than 15,000 network members across eight networks covering all aspects of diversity and inclusion.

Each group is led by a chair and co-chair who have been voted into their roles and is supported by an Executive Committee Sponsor.



Damian Riley
Chief Executive Officer
British Army Recruiting Group
and a Chair of Ability Network
at Capita

“Capita supported me flawlessly when I became disabled following my spinal cord injury in 2019. I want everyone with a disability to experience similarly excellent support, to use my leadership position and personal honesty to drive cultural and policy change, and I wanted to give something back to the organisation.”

Capita's eight employee network groups are:



Capita Ability Network – for colleagues whose lives are affected by disability, including neurodiversity and long-term conditions, to de-stigmatise disability and provide a supportive forum.



Capita Embrace (race & ethnicity) Network – for people of all ethnicities, and geographies, to understand the challenges faced by ethnic minorities and how to support our colleagues' success.



Capita Family Network – all aspects of family life are on-topic for a parent, carer, sibling, child or extended family member. This group is about sharing experiences and insights, and to help promote understanding of non-traditional family and gender roles.



Capita Gender Equality Network – all genders connect and celebrate their unique contribution in the workplace, empowering people to succeed by sharing and collaborating helping Capita become more inclusive.



Capita Generation Network – all ages welcome in addressing age-related misconceptions; to raise awareness of the challenges faced at different stages in our lives and to drive positive change at Capita.



Capita Rainbow Alliance (LGBTQ+) Network – dedicated to promoting gender equality, sexual orientation, diversity and inclusion, within a supportive space for colleagues to share challenges faced and generate solutions.



Multi-Faith Network – is open to all colleagues, regardless of whether a person considers themselves to be of faith or not, offering an inclusive space for people to expand their understanding and discuss how beliefs can support positive and healthy lives.



Wellbeing Network – is a welcoming, supportive community which connects colleagues to enable them to help each other and provides tools, guidance, and tips on managing wellbeing and resilience.



Gillian Perry

Head of Communications Planning and Channels and the Co-Chair of EmbRACE Network at Capita

“ I initially applied to be the co-Chair of the EmbRACE network, as I was an ally of the Black Employee Network (a chapter of EmbRace) which had sparked something in me about ethnicity. I wanted to not just educate myself more but to help make positive changes in Capita to further drive our inclusion agenda, which the fantastic EmbRACE committee have been doing. It is also a great way to meet colleagues from across our countries and learn about their experiences.”



Fola Odunukan

Project Management Office Manager and Co-Chair of EmbRACE Network at Capita

“ I applied to be the chair of the EmbRACE Network as result of wanting to make a difference in Capita and helping it to become an organisation that transforms into a place where people can be themselves and their individuality celebrated. Capita has given us a platform and supported us in bringing ideas and suggestions that help support inclusion on every level and I feel so grateful for the wonderful team I work with who have the same vision and desire to make things better in Capita.”



Grace Robinson
Comms Manager and the
Chair of Rainbow Alliance
Network at Capita

“ I joined the network as there was an opportunity for me to do something for others within Capita, to uplift and elevate others and push for the change that we didn’t necessarily know we needed. I knew I wanted to help educate and share knowledge to others, like those in my life had done with grace and patience with me when I wanted to know more, do more and be more. I also wanted to use my voice for others who weren’t yet able to, weren’t comfortable enough to speak up, or didn’t think their voice would be heard and with that responsibility. I joined because I wanted the push, to make myself accountable and step up, to be a tenacious, dedicated ally, to do what is right, even when it seems hard, even when you don’t have the energy.”



Faye Coleridge
Talent Acquisition Manager
and the Chair of the Family
Network at Capita

“ I joined the network as I wanted to feel better connected to Capita as an organisation, also my application for the Chair role came about a year after I’d had my first child and maternity leave experience. I had a whirlwind experience of navigating shared parental leave and pay, I came back to work after four months maternity leave and felt like we could do better as an organisation in supporting our colleagues through the ups and downs of family life. The first big initiative we worked on as a network was the Parental Partners scheme and I’m so proud that it’s launched globally as an initiative available to all Capita colleagues.”



Proportion of our workforce by sexual orientation (excludes Germany, Switzerland, Poland and UAE) based on voluntary disclosure	Unit	2022	2021	2020	2019
Sexual orientation declaration rate	%	50	21	15	New metric
Proportion asexual	% asexual	0	1	1	New metric
Proportion bisexual	% bisexual	1	2	2	New metric
Proportion heterosexual	% heterosexual	93	92	86	New metric
Proportion homosexual	% homosexual	5	4	4	New metric
Proportion pansexual	% pansexual	0	1	1	New metric
Proportion prefer not to say	Proportion prefer not to say	0	0	7	New metric



Reimagining our workplaces

Recognising the current needs and expectations of a changing workforce, Capita is providing numerous options to redefine the work environment – whether at home, virtual, in-person, hybrid – taking a clear stance to offer flexible and remote work wherever client and business needs allow as part of a “virtual first” working approach.

We continued to invest in the technologies to complement our ways of working, including creation of more flexible and better equipped space at our locations, with a core principle of improved collaboration, (in person and virtual) and reinforcing client and stakeholder engagement.

This redefined relationship with work prompted a review of our property footprint, aligned with our refocused and simplified business strategy, enabling us to minimise and transform our physical workspaces in 2022 through consolidation and closure of 19 locations globally.

As we did so, we applied sustainability principles of recycling, and repurposing as much quality furniture and equipment as possible, from the sites we have closed, 36 current locations benefitted from more than 5,200 items. Capita also donated more than 2,300 items of furniture to 12 schools, three NHS Trusts and six charities.



Cain Garnett
Group Director of Property
at Capita

“ I am delighted that as well as creating more flexible and better-equipped spaces for our colleagues we have also helped others in the process. It is good to know that we are making a difference to people in the community and supporting good causes, with one school writing to us to say ‘all items have been put to good use and have saved us hundreds of pounds – with school budgets being as tight as they are, your donations have truly made a difference’. These thank-you’s give the team a real buzz.”



Community

Driving greater social mobility and tackling economic inequality are at the heart of our commitment to support the growth and resilience of the communities we serve. Economic turmoil and a cost-of-living crisis presented new challenges, hence our renewed commitment to be a real living wage employer in 2023, and our participation in Business in the Community's cross-industry cost of living taskforce, which launched in December 2022.



Mark Simmons
Group Charity and Community
Lead at Capita

“ Throughout the evolution of our business and despite a very challenging economic environment, we retained our focus on our key community-focused commitments of nurturing social mobility, supporting youth, and promoting digital inclusiveness. While these areas continued to receive support and investment at our corporate level, I am personally impressed and encouraged by the degree of support provided by our individual employees – whether through direct payroll deductions or by the total number of volunteer hours delivered, we should all be proud of how Capita colleagues have embraced our collective spirit of giving back to our local communities.”

Throughout the economic uncertainties of 2022, we maintained our core community programming by focusing on youth initiatives and the promotion of digital skills, essential for workforce mobility, for disadvantaged and marginalised groups. Across the majority of our locations, our employees are granted one day per year for volunteering activities, with more than 7,800 hours of volunteering requested in 2022.



**Community
investment**

c.£1m
(2021: c£0.9m)

Maintaining a focus on young people and social mobility

As one of the first organisations to sign up for the UK government’s Kickstart Scheme – a programme for employers to create jobs for 16–24-year-olds. Capita offered 59 Kickstart placements from the beginning of 2021 to the end of 2022. 95% of our Kickstarters completed the programme with 53% subsequently securing roles in Capita afterwards (and of those, we have achieved a 90% retention rate), with 17% gaining roles externally and 8% returning to full-time education. The UK government suspended the Kickstart programme in January 2023.

In 2022, Capita:

- pledged more than £1.4m of our apprenticeship levy to support charities and SME’s (Small to Medium Enterprises) to invest in skills development
- colleagues contributed £180,000 to charities through payroll deductions and raised £76,000 in matched charity funding
- continued our sponsorship of the UK Social Mobility Awards and were delighted to be recognised by its ‘Leading Light’ award.

Our ‘Compass’ programme, delivered in partnership with Project Remake, showed remarkable progress in supporting ex-offenders in their return to meaningful work. Watch interviews with some of our Compass interns [here](#).

We supported Social Shifters, an international charity helping the next generation of young leaders, innovators and entrepreneurs to tackle the world’s most pressing social and environmental issues in new ways. They do this through providing inspiration, engaging learning experiences and access to a global community of support. In 2022 over 100 Capita employees gave approximately 500 hours of their time to support this project.

“It was a fascinating opportunity to see the type of innovation brought to the table by young people motivated to make changes in their lifetime and to understand what they saw as as important and how they got their message across. The amount of preparation and dedication to their passion varied from entry to entry and I was able to offer guidance around future preparation, what seemed good and what could be better which may help in the future. Thank you for the opportunity.”

Samantha Darling, Process Improvement, Specialist at Capita, Volunteer.

Casestudy

School Governors – North Tyneside Partnership

A full and diverse governing body is a source of enormous strength to a school, which is why school governors perform the most important voluntary role in education. School governors are responsible for overseeing the management of a school including strategy, policy, budgeting, and staffing. They enable their school to run as effectively as possible, working alongside senior leaders and supporting teachers to provide children with an excellent education. By becoming a governor, volunteers can help support a child’s learning, and influence the direction that the school is taking.



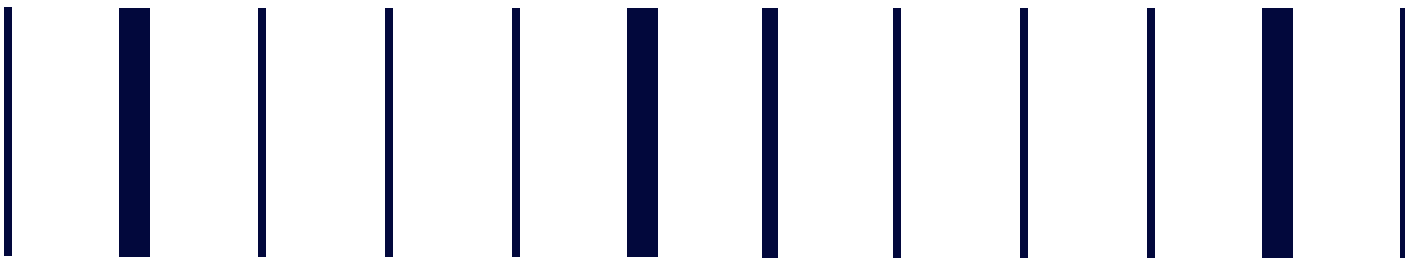
Claire Dobinson Booth
Senior Planner at Capita

“ I become a school governor in the middle of the pandemic and lockdown so a true baptism of fire. Since then, I have participated in a wide variety of activities including safeguarding training, staff appraisals, recruitment of teachers, health and safety inspections, and even painting an old office! Each governor brings their own knowledge, the school are the educational experts, but they really value input in other areas like finance, HR, marketing, or health and safety. I am always busy, but I’ve gained some great experience and developed lots of transferable skills.”



Kehri Ellis
Chief Executive
North Tyneside Learning Trust

“ As a Trust, we recognise the value of securing individuals from business and industry to serve as school governors, as governing bodies benefit enormously from the skills, expertise and unique business perspective they can offer. Capita already generously supports the Trust with incredible, strong and committed governors and we are keen to recruit more Capita employees so that more schools may benefit. A huge thank you to Capita for your continued support, it is much appreciated.”



Youth skills and jobs	Unit	2022	2021	2020	2019
No. of apprenticeship opportunities provided in Capita	No. of apprentices	510	1400	1,039	765
No. of students placed in work experience placements	No. of people taking up work experience	58	56	20	48
No. of young people supported in developing employability/entrepreneurial skills through our charity partnerships (Kickstart)	No. of young people	59	n/a	w6,779	7,353
Total number of volunteering hours carried out by Capita employees	No. of hours	7,830	1,425	4,663	16,651



Promoting digital skills for all

In 2022, Capita invested in WithYouWithMe, a workforce technology platform that finds employment for military veterans and overlooked groups by delivering innovative aptitude testing and digital skills training. In partnership with this platform, we launched ‘15,000 Futures’, as a programme to support UK armed forces veterans and their partners in finding employment in the technology and digital sectors, encouraging organisations to fill 5% of available digital roles with re-skilled veterans.

WithYouWithMe partners with government agencies and businesses to address the skills shortage while making a positive social impact. Since it was founded, WithYouWithMe has seen more than 75,000 individuals from around the world, including refugees and neurodivergent individuals, join their platform. Find out more about this initiative [here](#).

Our work in this area continued with the digital inclusion charity ‘Good Things Foundation’, inspiring senior leaders in England to develop aggressive strategies to tackle digital inequality to ensure that people from diverse and disadvantaged backgrounds have both access to devices and the skills to use them. This partnership supported several combined authorities in England to develop their approaches to digital inclusion, leading to a roadmap providing practical ideas for tackling digital inequality and promoting digital inclusion.

Over 140 Capita colleagues also volunteered to participate and provide mentorship in Business in the Community’s (BiTC) ‘ClickSilver Connections’ scheme, which we joined in 2021 and connects mentors with older and vulnerable people to maintain contact with family and friends, source essential items, and source information while gaining digital confidence.

‘ClickSilver’ hit a significant milestone in 2022 as they celebrated the programme’s 10 years.

Capita has been a proud member of BiTC since 2019, and our CEO Jonathan Lewis has served as Chair of BiTC’s Employment and Skills Leadership Team since 2020. The team was fundamental in redefining BiTC’s Employment & Skills strategic priorities. They have been instrumental in the development of, and a great advocate for, both the ‘Job Coaching’ programme and ‘Opening Doors’ inclusive recruitment campaign.

BiTC was established in 1982 as the largest business-led membership organisation dedicated to responsible business, with its origins in economic regeneration and convening businesses to work together to create fairer, greener organisations and thriving communities.

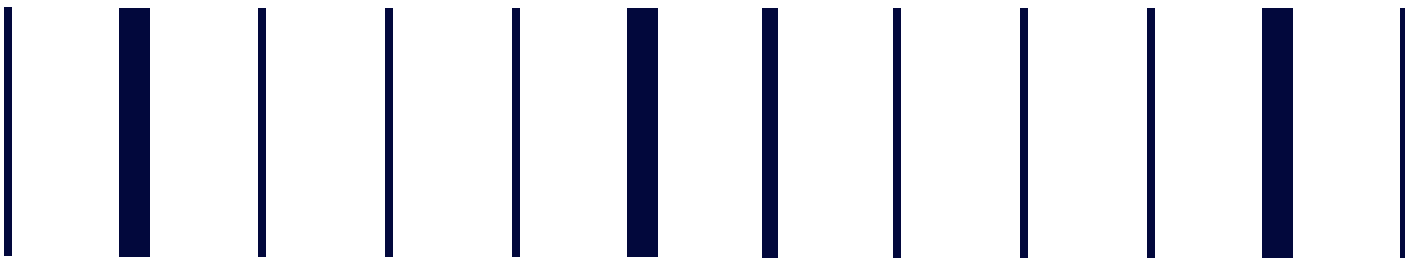
Case study

We entered a 15-year partnership with North Tyneside Council in 2012 to deliver a range of technical services with the aim to improve services, deliver cost savings and safeguard jobs. Capita pledged a £20m regional investment to support the local communities and key priorities for the benefit of all residents.

We ran several projects through 2022 including Greggs Breakfast Club at Percy Main Primary School – supporting over 60 children daily and provided food parcels and hampers during school holidays. In December 2022 we provided additional funds for the breakfast club to provide children with a special Christmas treat.

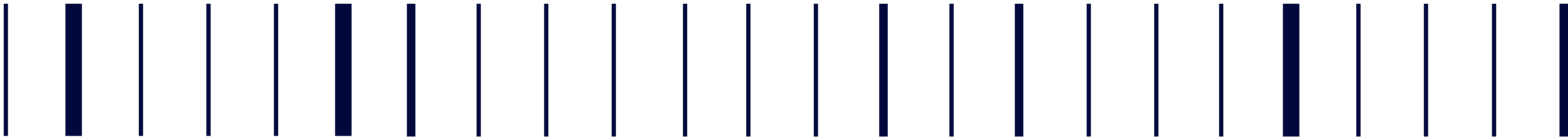
“We really appreciate all the support from Capita and Greggs. This breakfast club has been an absolute lifeline for our children and their families.”

**Jan Leslie, Breakfast Club Leader,
Percy Main Primary School**



Digital inclusion	Unit	2022	2021	2020	2019
Community investment	£	986,742	899,107	2,053,502	2,826,571
Charitable spend	£	530,000	617,417	1,498,218	1,604,956
Value of volunteering hours	£	195,825	35,614	116,842	416,269
Gifts in kind	£	1,000	2,210	104,965	33,790
Amount of employee raised funds for charities (includes match funding from Capita)	£	76,500	48,531	83,095	504,975
Amount of employee giving through payroll for charity	£	183,417	195,335	250,381	266,581





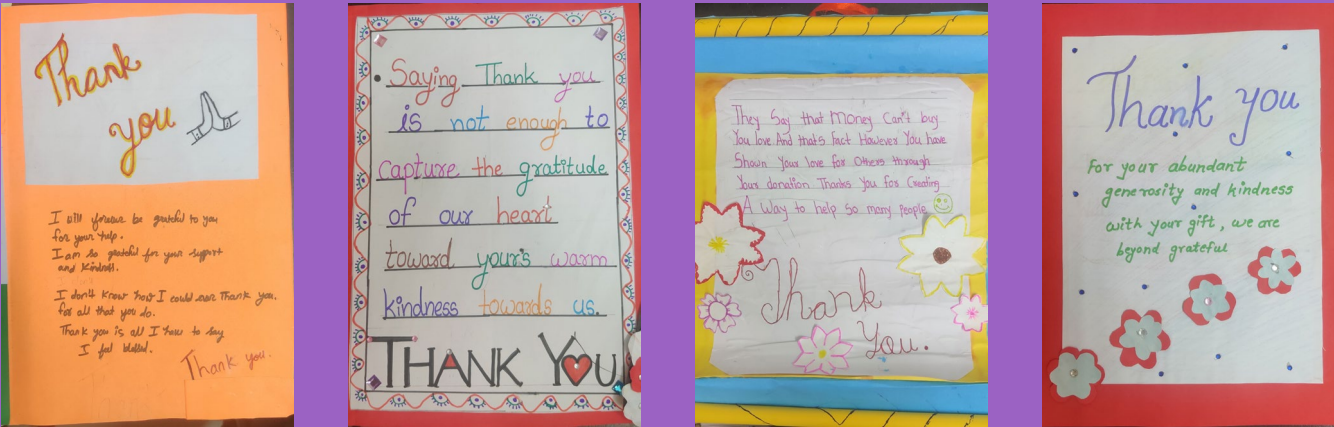
Case study

Supporting our local communities in India

Capita’s India team supports five different Non-Government Organisations (NGOs) across three cities (Mumbai, Pune and Bangalore). The beneficiaries range from the age of eight to eighty. Through these NGOs (Vidya, Aasara, St. John’s Home, Snehalaya and Help Child India) we provide educational support and nutrition to children, digital literacy for under-privileged youth, and care for vulnerable elderly women.

Distribution of monsoon gear in India

The monsoons are a blessing to most but for some it may seems to hinder daily activities in different ways. In 2022, to help kids embrace this time of the year and ease out their walk to school, the Responsible Business Helping Hands team distributed monsoon gear to 156 unprivileged children in Vidya at the Surya Negar Centre in Vikhroli – Mumbai. The children were very grateful and shared their appreciation through hand-made thank-you cards.



Mission Diwali

Mission Diwali India provides our colleagues the opportunity to experience the joy of giving while spreading smiles to the less fortunate. Through this initiative, we help fulfil the wishes of our beneficiaries and support staff from five Non-Government Organisations. The team spends a great deal of time and effort, collating Wishlist’s, confirming pledges, following up on delivery statuses and finally ensuring each beneficiary’s list wish come true.

Mission Christmas Celebration

Capita South Africa created festive joy with the help of every Payroll Giving member in December 2022 when we reached out to people in need, donating 415 grocery hampers to a few great charities.



Case study

Supporting our local communities in South Africa

Capita’s South Africa team supports five Non-Government Organisations (NGOs): SOS Children’s Villages (a home and safe environment for children), Nazareth House (one of the oldest and most established charitable organisations in Africa, safeguard and care for thousands of children), Red Cross Children’s Hospital (the first and only stand-alone tertiary hospital in sub-Saharan Africa dedicated entirely to child healthcare), St. Anne’s (an organisation that has been providing shelter, care and empowerment to abused, destitute and pregnant mothers with young children) and St. Monica’s Children’s Home (residential facility offering care to vulnerable children).

Planet

Human activity is affecting the Earth's climate and ecosystems and risking the stability of the entire planet. With more than 50,000 colleagues globally, Capita is aware of its impact on the climate and its responsibilities to ensure a sustainable future through responsible business. With climate change accepted as one of the most defining issues of our time, it has never been more important for businesses to commit to drastically reducing emissions to avoid the irreversible consequences of global warming.



Richard Walker
Head of Environment
at Capita

“The process of setting carbon reduction targets and embracing the SBTi methodology was a turning point in Capita's decarbonisation journey. We are rightly proud of the emissions reduction we have achieved since our 2019 base year by monitoring and managing our activities, and early engagement in the TCFD process has led to climate change being included in Capita's principal risks. It has been extremely rewarding to be involved in our achievements to date across the entire business and I am very much looking forward to working with colleagues across the organisation to deliver against our ambitious plans for decarbonisation across our full value chain.”

Fighting climate change with our clients and partners

In February 2021, we set company-wide 1.5°C science-based carbon reduction targets verified by SBTi. In 2022 we increased our ambition, and announced our 2035 science-based net zero target, currently pending approval by SBTi to ensure our target methodology aligns with best practice. This target includes fuel, energy, capital goods, purchased goods and services, business travel and commuting. Collectively, these are our most significant emissions categories.

We have committed to reach this target by decarbonisation of a minimum of 90% of our 2019 baseline emissions, only using carbon credits to cover the remaining emissions which we are realistically unable to eliminate.

To achieve our target we set out an interim transition plan, with a three-phased approach: working to reach operational net zero by 2025; operational and business travel net zero by 2030; and full net zero (including our supply chain) by 2035. We will begin development of our transition plan to comply with the UK's Transition Plan Taskforce as soon as the new framework is finalised.

During 2022, we worked to deliver our current short-term carbon reduction plans and develop medium and long-term plans to transition to a low-carbon economy, while also building a deeper understanding of our exposure in relation to Scope 3 emissions. We are also proud of our progression to a score of A in our CDP disclosure for environmental performance.

We have also launched a new environmental standard, setting out Capita's environmental commitments and responsibilities and incorporating an environmental training module for all employees to support our environmental standard and net zero commitment.

Case study

We worked closely with a supply chain of nine organisations and local providers in Scotland to support the unemployed in transitioning to new opportunities. All jobseekers were provided with skilled advisers who provided specialist and tailored local support, along with access to an online learning library, a digital CV builder, a live job feed signposting job opportunities and practical, relevant action plans.

We pledged to plant a tree for every individual placed in sustainable employment, resulting in 3,325 trees planted in 2022, including native trees in Scotland's Cairngorms, and Loch Lomond & Trossachs National Parks.



Annual GHG emissions

Following the onset of the Covid-19 pandemic, we significantly reduced business travel. While there has been an increase compared to lockdown levels, travel bounce back has been mitigated by our new, virtual-first ways of working.

Sustainable innovation	Unit	2022	2021	2020	2019
Goal: To reduce our carbon footprint by 5% annually	% reduction in annual carbon emissions	9.91	21.03	39.77	8.68
Total carbon emissions (location based)	Tonnes of CO2e	39,287	43,609	55,219	91,677
Total carbon emissions (market based)	Tonnes of CO2e	22,233	29,848	50,386	77,434
Scope 1 emissions	Tonnes of CO2e	12,049	15,021	18,979	18,960
Scope 2 emissions (location-based)	Tonnes of CO2e	21,137	24,088	28,359	41,894
Scope 2 emissions (market-based)	Tonnes of CO2e	4,083	10,328	23,526	27,651
Scope 3 emissions	Tonnes of CO2e	6,101	4,500	7,881	30,822
Carbon intensity by turnover (location-based)	Tonnes of CO2e /£1m turnover	13.03	13.7	17.4	24.9
Carbon intensity by headcount (location-based)	Tonnes of CO2e/Full Time Equivalent (FTE)	0.79	0.73	0.99	1.50

Managing our environmental performance

We monitor progress against our targets regularly and are already close to achieving our 1.5°C aligned 2030 emissions reduction goals as well as our 2025 supply chain engagement target.

To support our 2022 business planning process, each division and function submitted carbon reduction targets for 2023 and longer-term net zero milestones, with these plans and demonstrable reductions forming part of our 2022 management bonus plan criteria. 2023 management incentives are based on achievement of target, and reporting of performance against target will become part of the company-wide management reporting cycle.

With our commitment to achieving net zero by 2035, we have identified the greatest challenges that must be confronted if we are to meet our targets, namely decarbonisation of our heating systems, and monitoring and managing the emissions reductions from our 19,000 suppliers through engagement programs.

We also continue to progress on the switch to renewable power, such as the purchase of renewable certificates for our power usage in India and South Africa, where renewable power is not available from the grid serving our locations.

In terms of our business travel, we anticipate the transition to low-emission vehicles and less frequent air travel will contribute to an overall reduction in emissions.

Milestone 1
Operational
net zero

2025
Operational
(Scope 1 & 2)

Milestone 2
Operational +
travel net zero

2030
Operational
(Scope 1 & 2)
+ business travel
emissions

Milestone 3
Full net zero

2035
Operational
(Scope 1 & 2)
+ business travel
+ supply chain
emissions

Operating responsibly



Client service, built on feedback

We secure feedback from our clients through our annual customer net promoter score (cNPS) survey, which solicits data on our performance and service delivery while also seeking advice on areas for us to focus on in future. This information is relayed to our teams who investigate causes of any issues or concerns raised and set a course of action which is monitored via Salesforce, our customer relationship management platform.

In 2022, we received feedback from 585 individuals across 392 client organisations – providing us with a 49% response rate, and a cNPS score of +35 for 2022, an increase of +6 from 2021. Our two core divisions, Public Service and Experience, received feedback from 403 individuals across 250 clients providing a 52% response rate, with results scoring these two divisions a combined cNPS score of +24, an increase of +8 over 2021.

We believe the improvement was driven by the 27% of individuals who completed the survey in both 2021 and 2022, who then increased their status score in 2022 from either detractor to passive or passive to promoter. The percentage of detractors has decreased each year.



Supplier engagement and alignment

With small and medium-sized enterprises (SMEs) and microbusinesses and sole traders making up 92% of our total supply chain, we immediately recognised the effect of the current economic situation, especially cash flow, on many of our suppliers.

Therefore, we ensured that payment was made consistent with our terms, which are stricter than the UK Government's Prompt Payment Code. In 2022, we paid 69% of our sole traders, 66% of micro-organisations and 95% of SME suppliers within our agreed payment terms, with 99% of our suppliers paid within 60 days through our UK companies. As signatories to the Prompt Payment Code, we report our payment practices and performance to the UK Government every six months.

In 2022, we spent more than £1.98bn with 19,000 direct suppliers in 69 countries. We value these relationships, sharing a sense of values and purpose built on trust, fairness, and prompt payment to create a global network of long-term supplier relationships.



Operating Responsibly - Suppliers Payment	Unit	2022	2021	2020	2019
Proportion of sole traders paid within payment terms	%	69	95	69	80
Proportion of small and micro businesses (>1 employees <50, <£10m turnover) paid within payment terms	%	66	72	72	76
Proportion of small and medium enterprises (SMEs) (>50 employees <250, <£50m turnover) paid within payment terms	%	95	85	85	86
Proportion of large businesses (>250 employees) paid within payment terms	%	98	97	85	81
Proportion of suppliers paid within 60 days (invoices paid through Capita UK companies)	%	99	95	95	97
Proportion of suppliers paid within payment terms (invoices paid through Capita UK companies)	%	97	98	88	91

Operating Responsibly - Procurement	Unit	2022	2021	2020	2019
Total procurement spend	£bn	1.98	2.1	2	2.10
Total number of suppliers	No. of suppliers	19,075	21,366	24,540	26,700
Countries from which our suppliers originate	No. of countries	69	79	87	85
Proportion of sole traders with supply chain	% of sole traders	18	18	14	16
Proportion of small and micro businesses (>1 employees <50, <£10m turnover) within supply chain	% of small and micro businesses	37	41	41	33
Proportion of small and medium enterprises (SMEs) (>50 employees <250, <£50m turnover) within supply chain	% of SMEs	37	22	36	46



Our Supplier Charter guides our commitments to support more SMEs; to provide an inclusive supply chain, promote supply chain resilience and encouraging ambitious carbon reduction targets. All new and renewing suppliers adhere to this charter.

Our aim is to promote the highest standards in our supply chain and work with our supplier network to deliver a range of social, economic and environmental benefits, including ambitious carbon reduction targets.

To support this, business-aligned objectives are in place for 2023 along with a supplier engagement programme and a robust reporting mechanism, enabling our progression to attain our net zero goals for Scope 3 emissions: by 2025, our goal is to have 55% of our suppliers by spend committed to having Science Based Targets in place and, by 2030, to have this increased to 85% of our suppliers committed to having SBTs in place.



Jo Parkin
ESG Supply Chain
Procurement Director at Capita

“ I am proud of our Supplier Charter and how Capita operates as a responsible business. I look forward to our planned supplier engagement programme for 2023 as I firmly believe that collaborating with our supply chain is essential to reduce our carbon emissions as we move towards Net Zero”.



Valuing our employees' voice

We recognise the vital importance of employee engagement and operates with the principle that listening to, and involving, our colleagues in important decision making is a key determinant to our success.

Reflective of this was our establishment of two employee non-executive directors, who completed their terms in the summer of 2022, and the recruitment of a new employee director, who joined the Board on 1 July 2022. Our employee directors have provided new and important perspectives to our organisational governance, and we gratefully acknowledge their contribution.

With our focus on employee engagement, we launched the inaugural Capita Employee Leadership Council in 2022, composed of 11 high-potential individuals from different areas of the business. By serving as an advisory group, the council represents and conveys the perspective of employees directly to our Executive Committee as well as providing input for strategic projects.

During their two-year tenure, our council members benefit from learning and development opportunities designed to enhance their leadership skills, through specific projects and a mentorship rotation provided by Executive Committee members.



Operating Responsibly	Unit	2022	2021	2020	2019
Swing in Employee Net Promoter (eNPS)	Percentage point swing	15	13	7	14
Client net promoter score (cNPS)	Score between -100 and 100	35	29	32	16
Employee voluntary turnover rate (proportion of people leaving Capita voluntarily in reporting year)	%	30	30	20	23
Lost Time Injury Rate (LTIR)	Indicator for safety performance	0.08	0.12	0.01	0.02
Total Recordable Incident Rate (TRIR)	Indicator for health and safety performance	0.08	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	0.03	0.02	0.01	0.13
Proportion of part time employees	%	16	15	16	16
Number of employees covered by collective bargaining agreements	No. of employees	8,158	7,608	8,765	9,235

Code of Conduct

The **Code of Conduct** describes what we must do and how we must behave to ensure we have the trust of all our stakeholders. It details how we will create better outcomes in the right way, not at any cost, in line with our purpose and values. The Code applies to everyone who works at, or with, Capita.

It summarises in one place elements of our key policies, and the standards and procedures which support them, this includes: anti-bribery and corruption, human rights and privacy. Our colleagues have received training on each of these areas.

- Code of Conduct
- Targeting bribery and corruption
- Upholding human rights
- Protecting privacy



Targeting bribery and corruption

We do not tolerate bribery or corruption in any form. Our [Financial Crime policy](#) applies to all Capita businesses, employees and suppliers. The Risk and Compliance team monitors compliance, with a view to ensuring all parts of the business are aware of their responsibilities in terms of charitable donations, sponsorships, facilitation payments, gifts and hospitality. All employees must complete financial crime training annually.



Upholding human rights

We are committed to playing our role in global society by ensuring that through our management and operations we have the systems, policies and processes in place to identify any potential instances of exploitation and, if found, eradicate modern slavery in all its forms from our business and supply chain.

Our [human rights policy](#) details our commitments to upholding the principles of human rights, as set out in the UN Declaration of Human Rights and the International Labour Organisation core labour principles. We comply with all relevant legislation, including the UK Modern Slavery Act and our compliance statement can be found on our website. We outline expectations and compliance to the standards we set out for suppliers, working with them to ensure they operate in accordance with this policy, and upholding the principles of human rights in their operations and supply chains. We are taking appropriate steps to ensure that everyone who works for Capita benefits from a working environment in which their fundamental human rights are respected and anyone that we do business with also upholds these principles. If any client, employee, supplier or other stakeholder becomes aware of any potential breach of human rights (or any other ethical concern) they may report this confidentially to our [Speak Up hotline](#). This hotline is externally managed for independence and confidentiality. The policy is supported by our [Speak Up standard](#). Visit our [Modern Slavery Statement](#) for more information.

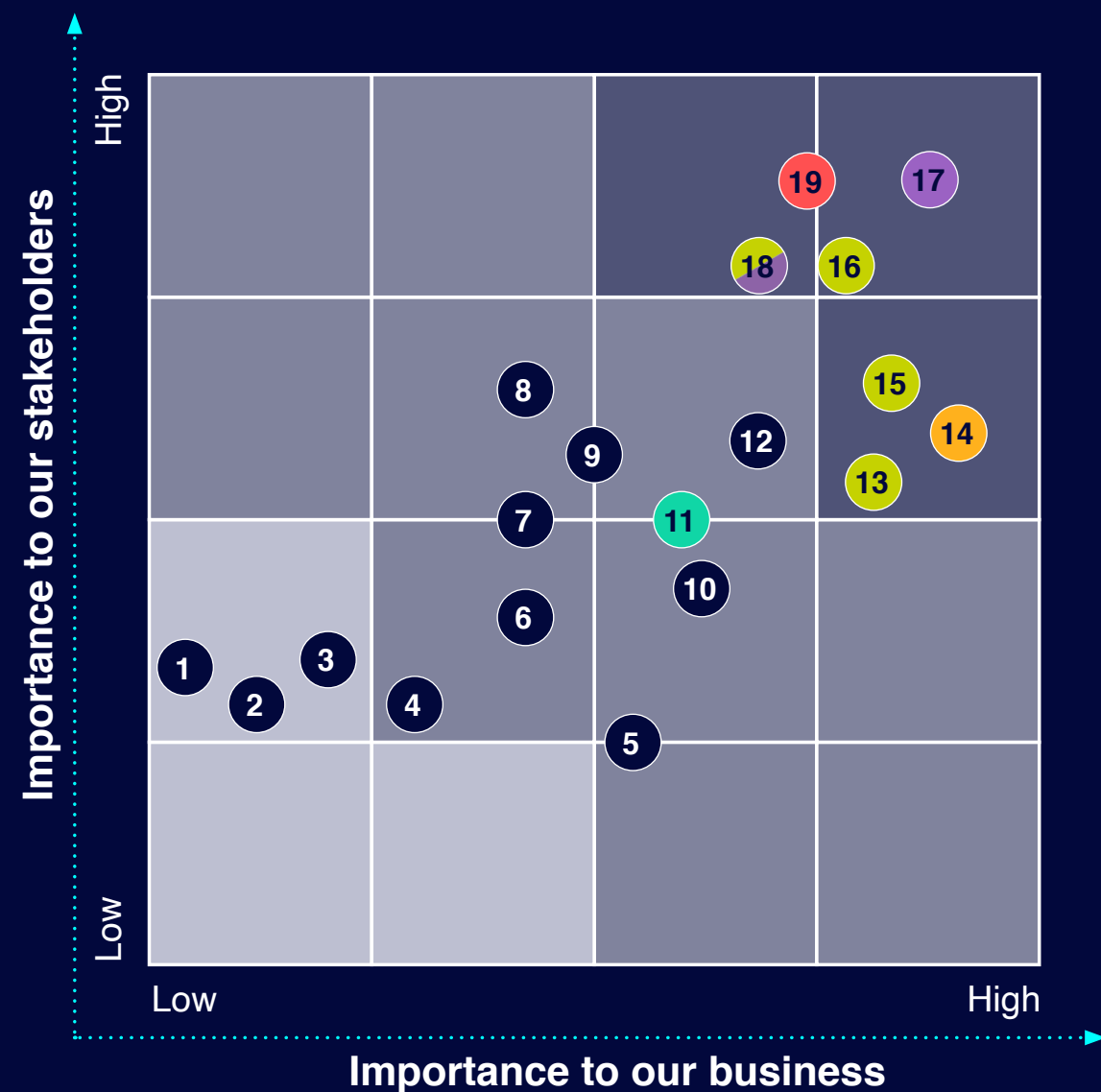


Protecting privacy

Our clients and our colleagues expect us to keep their data safe and secure, and to respect their privacy. We take this responsibility very seriously, with a view to ensuring we only process personal data in line with all applicable laws, including how we collect, store, use, retain, transfer and delete personal data. Our [data privacy policy](#) details how we expect everyone to take responsibility for privacy, including the protection of data, applying our privacy standards, procedures and guidance in their areas of the business. These requirements include maintaining information asset registers, following a comprehensive incident management process, completing privacy by design and default, and data protection impact assessments. We continue to raise awareness of the importance of privacy through our mandatory training and ongoing communication programmes.

Our material issues

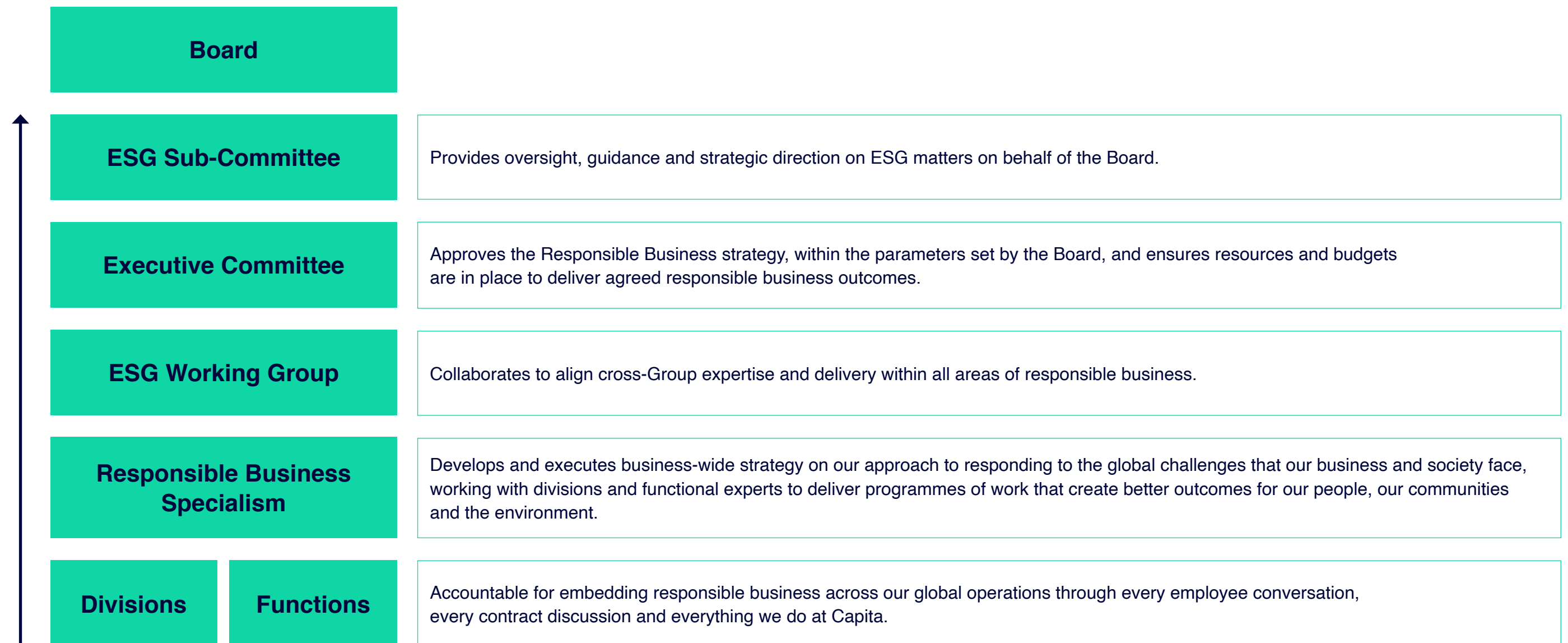
Materiality Assessment



Key	Responsible business themes
●	Operating responsibly
●	Reducing our environmental impact
●	Driving greater social mobility
●	Building an inclusive organisation
●	Embedding better digital access

No.	Issues
1	Biodiversity loss and eco collapse
2	Food crisis
3	Water crisis
4	Urbanisation and demographic change (increased crime)
5	Ageing population
6	Illicit trade
7	Economic inclusion
8	Environmental pollution
9	Financial education
10	Changing customer behaviour
11	Climate change and resource scarcity
12	Health issues
13	Fair compensation
14	Digital exclusion due to technological developments (automation, robotics, AI)
15	Cyber attack
16	Data fraud and theft
17	Gender inequality
18	Respecting human rights
19	Youth unemployment and quality education

Our responsible business governance



Responsible Business

– Delivery



External recognition and memberships



Youth Friendly Employer



Gold Award Defence
Employment Recognition Scheme



Disability Confident
Employer



Age Diverse Employer



The Prince's
Responsible
Business Network



Related Financial Disclosures Statement

The Task Force on Climate-Related Financial Disclosures has developed a framework to help public companies and other organisations more effectively disclose climate-related risks and opportunities. through their existing reporting processes. Capita openly subscribes to the TCFD reporting framework, through our responses detailing our approach under the themes of governance, strategy, risk management, metrics and targets.

Please visit [Capita Annual Report](#), for the full TCFD statement [here](#) (pages 51-54)

Annual GHG emmissions

Progress against targets			
Progress against SBTi verified short-term targets	2022 target	2022 actual	2030 target
Scope 1 (tCO2e)	14,506	12,043*	10,201
Scope 2 (tCO2e) (market-based)	24,167	4,083*	14,876
Scope 3 (tCO2e) (business travel)	26,869	5,833*	16,540
Progress against SBTi verified short-term engagement target	2022 target	2022 actual	2025 target
Scope 3 Supply chain spend covered by science-based targets (%)	30.7%	50%	50%
Other metrics	2022	2021	2020
100% renewable power progress (as % of total power)	85%	80%	68%
Transition to low emission vehicles:			
Diesel	47%	62%	77%
Hybrid electric	48%	32%	19%
Pure electric	4%	5%	4%
Average CO2e	96g/km	96g/km	98g/km

Notes:

Total gross tonnes of CO2e/£1m revenue (location-based) in 2021 and 2020 has been calculated using statutory revenue. In 2019 adjusted revenue has been used.

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 ,including business travel and waste.

Methodology

We measure our environmental performance by reporting our carbon footprint annually in terms of tonnes CO2 equivalent (tCO2e), an absolute measure, and tonnes CO2 equivalent per £1m revenue and per person (intensity measures). The data relates to Capita's owned and leased facilities under its operational control across all geographies. We report separately on our direct emissions from Capita-controlled and owned sources (Scope 1), indirect emissions from consumption of electricity, heat or steam (Scope 2), and emissions from third parties (Scope 3). This ensures our compliance with Part 7 of The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 which requires certain disclosures in respect of GHG emissions (the Strategic Report GHG Emission disclosures). We engaged an external agency, Corporate Citizenship, to provide independent limited assurance over the selected GHG emissions data (highlighted in the table on this page with a *) using the assurance standards ISAE 3000 and 3410. Corporate Citizenship has issued an unqualified opinion over the selected data; its full assurance statement is available at www.capita.com/responsible-business/resources-and-reports.

Our disclosures cover sources of our GHG emissions from our operations in UK, Ireland, Central Europe (Poland, Germany, Switzerland), India and South Africa. Capita converts the consumption data into a carbon footprint with consideration for the World Business Council for Sustainable Development and World Resources Institute's Greenhouse Gas Protocol, together with the latest emissions factors from the UK Department for Environment, Food and Rural Affairs, Association of Issuing Bodies and International Energy Agency.



 Capita