

Capita's Gender and Ethnicity Reporting Criteria 2025

1. Introduction

Gender¹ and ethnicity² are captured for employees during the recruitment and/or onboarding process. Employees are asked to declare their personal information on Capita's HR management system, Workday.

Gender¹ and ethnicity² are captured for each member of the Capita plc Board via an email declaration. Ethnicity² for each member of the Executive Team is captured via email declaration.

The data relates to Capita plc and the subsidiary legal entities included in the consolidated financial statements of Capita plc (Capita or the Group). Details of the subsidiary legal entities can be found in Capita's Annual Report and Accounts which can be found at www.capita.com/about-capita/results-reports-and-presentations.

The data assured³ relates to Capita's gender disclosures under its operational control across all its global operations, for the reporting period 1 January 2025 – 31 December 2025.

2. Percentage (%) of female members on the Capita plc Board

This indicator relates to the total percentage of females on the Capita plc Board as of 31 December 2025. The calculation is based on the number of female members on the Capita plc Board as a proportion of the total number of members on the Capita plc Board. The data is obtained via an email declaration from each member.

3. Percentage (%) of female employees on the Executive Team⁵

This indicator relates to the total percentage of female employees on the Executive Team as of 31 December 2025. The calculation is based on the number of female employees on the Executive Team as a proportion of the total number of employees on the Executive Team.

The Executive Team consists of executive officers and functional heads who are entirely accountable for their division or function. The members of the Executive Team are appointed by the CEO. Details can be found at <https://www.capita.com/about-us/our-leadership>. The data is extracted from a report in the HR management system, Workday.

4. Percentage (%) of female employees in senior management (leadership) positions⁴

This indicator relates to the total percentage of female employees in Capita's senior management (leadership) positions as of 31 December 2025. The calculation is based on the number of female employees in senior management (leadership) positions as a proportion of the total number of employees in senior management (leadership) positions.

Capita defines senior management (leadership) as those at level F within the Group in line with our Career Path Framework, plus subsidiary legal entity directors (Directors)⁴. The data is extracted from a report in the HR management system, Workday.

¹ Gender is declared as one of the following: Male, Female, other categories, or not specified/prefer not to say.

² Ethnicity is declared as one of the following: White British or other White (including minority white groups), Mixed/multiple Ethnic Groups, Asian/Asian British, Black/African/Caribbean/Blac British, Other ethnic group including Arab, or not specified/prefer not to say.

³ The following data is assured: the percentage of female employees on the Executive Team and the percentage of female employees in senior management (leadership) positions.

⁴ As per requirements of the Companies Act section 414C(8)(c)(ii) and 414c(10)(b).

⁵ The Executive Team is considered to be the Company's executive management as defined by the Listing Rules.

⁶ Total workforce excludes contingent workers.

⁷ The Career Path Framework allow us to align our workforce with appropriate levels, ranging from F as the most senior to A as the most junior.

5. Percentage (%) of female employees in senior management positions⁶

This indicator relates to the total percentage of female employees in Capita's senior management positions as of 31 December 2025. The calculation is based on the number of female employees in senior management positions as a proportion of the total number of employees in senior management positions.

Capita defines senior management as those at level D, E and F within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

6. Percentage (%) of female employees in middle management positions⁶

This indicator relates to the total percentage of female employees in Capita's middle management positions as of 31 December 2025. The calculation is based on the number of female employees in middle management positions as a proportion of the total number of employees in middle management positions.

Capita defines middle management as those at level D within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

7. Percentage (%) of female employees in junior management positions⁶

This indicator relates to the total percentage of female employees in junior management positions as of 31 December 2025. The calculation is based on the number of female employees in junior management positions as a proportion of the total number of employees in junior management positions.

Capita defines junior management as those at level C within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

8. Percentage (%) of female employees in all management positions⁶

This indicator relates to the total percentage of female employees in all management positions as of 31 December 2025. The calculation is based on the number of female employees in all management positions as a proportion of the total number of employees in all management positions.

Capita defines all management as those at level C, D, E and F within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

9. Percentage (%) of female employees of total workforce⁶

This indicator relates to the total percentage of female employees in the total workforce as of 31 December 2025. The calculation is based on the number of female employees in the total workforce as a proportion of the total number of employees in the workforce.

The data is extracted from a report in the HR management system, Workday.

¹ Gender is declared as one of the following: Male, Female, other categories, or not specified/prefer not to say.

² Ethnicity is declared as one of the following: White British or other White (including minority white groups), Mixed/multiple Ethnic Groups, Asian/Asian British, Black/African/Caribbean/Blac British, Other ethnic group including Arab, or not specified/prefer not to say.

³ The following data is assured: the percentage of female employees on the Executive Team and the percentage of female employees in senior management (leadership) positions.

⁴ As per requirements of the Companies Act section 414C(8)(c)(ii) and 414c(10)(b).

⁵ The Executive Team is considered to be the Company's executive management as defined by the Listing Rules.

⁶ Total workforce excludes contingent workers.

⁷ The Career Path Framework allow us to align our workforce with appropriate levels, ranging from F as the most senior to A as the most junior.

10. Ethnicity representation on the Capita plc Board

This indicator relates to the ethnicity representation on the Capita plc Board as of 31 December 2025. The calculation is based on the number of Board members in each ethnicity category as a proportion of the total number of directors on the Capita plc Board.

The data is obtained via an email declaration from each member.

11. Ethnicity representation on the Executive Team⁵

This indicator relates to the ethnicity representation on the Executive Team as of 31 December 2025. The calculation is based on the number of Executive Team members in each ethnicity category as a proportion of the total number of employees on the Executive Team.

The Executive Team consists of executive officers and functional heads who are entirely accountable for their division or function. The members of the Executive Team are appointed by the CEO. Details can be found at <https://www.capita.com/about-us/our-leadership> The data is obtained via an email declaration from each member.

12. Ethnicity representation in senior management (leadership)⁵ positions

This indicator relates to the ethnicity representation in senior management (leadership)⁵ positions as of 31 December 2025. The calculation is based on the number of senior management (leadership) positions in each ethnicity category, as a proportion of the total number of senior management (leadership)⁵ positions.

Capita defines senior management (leadership) as those at level F within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

13. Ethnicity representation in senior management positions

This indicator relates to the ethnicity representation in senior management positions as of 31 December 2025. The calculation is based on the number of senior management positions in each ethnicity category, as a proportion of the total number of senior management positions.

Capita defines senior management as those at level D, E and F within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

14. Ethnicity representation in middle management positions

This indicator relates to the ethnicity representation in middle management positions as of 31 December 2025. The calculation is based on the number of middle management positions in each ethnicity category, as a proportion of the total number of middle management positions.

¹ Gender is declared as one of the following: Male, Female, other categories, or not specified/prefer not to say.

² Ethnicity is declared as one of the following: White British or other White (including minority white groups), Mixed/multiple Ethnic Groups, Asian/Asian British, Black/African/Caribbean/Blac British, Other ethnic group including Arab, or not specified/prefer not to say.

³ The following data is assured: the percentage of female employees on the Executive Team and the percentage of female employees in senior management (leadership) positions.

⁴ As per requirements of the Companies Act section 414C(8)(c)(ii) and 414c(10)(b).

⁵ The Executive Team is considered to be the Company's executive management as defined by the Listing Rules.

⁶ Total workforce excludes contingent workers.

⁷ The Career Path Framework allow us to align our workforce with appropriate levels, ranging from F as the most senior to A as the most junior.

Capita defines middle management as those at level D within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

15. Ethnicity representation in junior management positions

This indicator relates to the ethnicity representation in junior management positions as of 31 December 2025. The calculation is based on the number of junior management positions in each ethnicity category, as a proportion of the total number of junior management positions.

Capita defines junior management as those at level C within the Group in line with our Career Path Framework, plus Directors⁴. The data is extracted from a report in the HR management system, Workday.

16. Ethnicity representation of total workforce

This indicator relates to the ethnicity representation of total workforce as of 31 December 2025. The calculation is based on the number of each ethnicity in total workforce as a proportion of the total number of employees in the workforce. The data is extracted from a report in the HR management system, Workday.

¹ Gender is declared as one of the following: Male, Female, other categories, or not specified/prefer not to say.

² Ethnicity is declared as one of the following: White British or other White (including minority white groups), Mixed/multiple Ethnic Groups, Asian/Asian British, Black/African/Caribbean/Blac British, Other ethnic group including Arab, or not specified/prefer not to say.

³ The following data is assured: the percentage of female employees on the Executive Team and the percentage of female employees in senior management (leadership) positions.

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⁷ The Career Path Framework allow us to align our workforce with appropriate levels, ranging from F as the most senior to A as the most junior.