

Global Reporting Initiative Content Index 2025

1 April 2026

Capita plc has reported the information cited in this GRI content index for the period 1 January to 31 December 2025 with reference to the GRI Standards. The disclosures focus on our key economic, environmental, and social impacts, as identified through a double materiality process aligned with GRI principles. This GRI Content Index references Capita plc Annual Report and Accounts 2025, published on 31 March 2026: <https://www.capita.com/dam/documents/investors/2025-annual-report/Capita-annual-report-2025.pdf>, which contains the relevant sustainability disclosures, and also includes references to other publicly available sources where applicable.

Disclosure number	Disclosure title	Capita's response
GRI 1 Foundation 2021		
Requirement 1	Publish a GRI content index	Action completed.
Requirement 2	Provide a statement of use	Action completed.
Requirement 3	Notify GRI	Action completed.

Disclosure number	Disclosure title	Capita's response
GRI 2 General Disclosures 2021		
2-1	Organisational details	<p>Capita plc Annual Report and Accounts 2025 > Additional information > Section 8: Additional information > 8.1 Shareholder information > p. 238.</p> <p>Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 6: Other supporting notes > 6.4 Related companies > p. 227-229.</p> <p>Capita plc Annual Report and Accounts 2025 > A Better Capita > p. 13-18.</p>
2-2	Entities included in the organisation's sustainability reporting	<p>Capita plc Annual Report and Accounts 2025 > Additional information > Section 8: Additional information > 8.1 Shareholder information > p. 238.</p> <p>Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 6: Other supporting notes > 6.4 Related companies > p. 227-229.</p>
2-3	Reporting period, frequency and contact point	<p>Capita plc Annual Report and Accounts 2025 covers the year ended 31 December 2025 and was published on 31 March 2026. The Annual Report and Accounts are prepared on an annual basis.</p> <p>Capita plc Annual Report and Accounts 2025 > Cautionary statement > p. 1.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Transparent reporting: Global Reporting Initiative > p. 58.</p> <p>Capita plc Annual Report and Accounts 2025 > Additional information > Section 8: Additional information > 8.1 Shareholder information > p. 238.</p>
2-4	Restatements of information	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Performance in 2025 > p.38.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Transparent reporting: Global Reporting Initiative > p. 58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > p. 66.</p> <p>Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > p.132.</p>

Disclosure number	Disclosure title	Capita's response
2-5	External assurance	<p>Capita plc Annual Report and Accounts 2025 > Independent Auditor's Report > p. 139-160.</p> <p>Capita Website > Resources and reports (https://www.capita.com/about-capita/resources-and-reports) > Independent Assurance of Capita Plc's FY2025 Scope 1, 2 & Business Travel GHG indicators.</p> <p>Capita Website > Resources and reports (https://www.capita.com/about-capita/resources-and-reports) > Gender and Ethnicity Capita Limited Assurance Statement 2025.</p>
2-6	Activities, value chain and other business relationships	<p>Capita plc Annual Report and Accounts 2025 > Business model > p. 7.</p> <p>Capita plc Annual Report and Accounts 2025 > Operating review > p. 22-29.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Material topics > Mapping the value chain, Material topics > p.40-42.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > p. 59-62.</p>
2-7	Employees	<p>Capita plc Annual Report and Accounts 2025 > Operating review > Public Service > p. 22-24.</p> <p>Capita plc Annual Report and Accounts 2025 > Operating review > Experience > p. 25-28.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > p. 49.</p> <p>Capita plc Annual Report and Accounts 2025 > Engaging with our stakeholders > Our people > p.59.</p>
2-9	Governance structure and composition	<p>Capita plc Annual Report and Accounts 2025 > Governance at a glance > p. 92-93.</p> <p>Capita plc Annual Report and Accounts 2025 > Board members > p. 94-95.</p> <p>Capita plc Annual Report and Accounts 2025 > Corporate governance report > p. 96-103.</p>
2-10	Nomination and selection of the highest governance body	<p>Capita plc Annual Report and Accounts 2025 > Nomination Committee report > p. 104-106.</p>

Disclosure number	Disclosure title	Capita's response
2-11	Chair of the highest governance body	<p>Capita plc Annual Report and Accounts 2025 > Chair's report > p. 89-90.</p> <p>Capita plc Annual Report and Accounts 2025 > Board members > p. 94-95.</p> <p>Capita plc Annual Report and Accounts 2025 > Governance structure and division of responsibilities > Board Independence > p. 97.</p>
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Governance > p. 43.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > p. 107-109.</p>
2-13	Delegation of responsibility for managing impacts	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Governance > p. 43.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > p. 107-109.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Governance > p. 43.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > p. 107-109.</p>
2-15	Conflicts of interest	<p>Capita plc Annual Report and Accounts 2025 > Governance structure and division of responsibilities > Board Independence > p. 97.</p> <p>Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 6: Other supporting notes > 6.4 Related companies > p. 227-229.</p> <p>Capita plc Annual Report and Accounts 2025 > Additional information > Directors' report and other disclosures > Conflicts of interests > p. 249.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Conflict of Interest Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > p. 16-17.</p>

Disclosure number	Disclosure title	Capita's response
2-16	Communication of critical concerns	Capita plc Annual Report and Accounts 2025 > Audit and Risk Committee report > p.110-118.
2-17	Collective knowledge of the highest governance body	Capita plc Annual Report and Accounts 2025 > Responsible Business > Governance > p. 43. Capita plc Annual Report and Accounts 2025 > Governance at a glance > p. 92-93. Capita Website > Out leadership (https://www.capita.com/about-us/our-leadership).
2-18	Evaluation of the performance of the highest governance body	Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > p. 119-137.
2-19	Remuneration policies	Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > p. 119-137.
2-20	Process to determine remuneration	Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > p. 119-137.
2-21	Annual total compensation ratio	Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > CEO pay ratio > p. 136.
2-22	Statement on sustainable development strategy	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our responsible business strategy > p. 44. Capita Website > Responsible Business (https://www.capita.com/about-us/responsible-business) > Our Responsible Business Strategy (2024-2026).
2-23	Policy commitments	Capita plc Annual Report and Accounts 2025 > Other information > NFSIS > p.246. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles).

Disclosure number	Disclosure title	Capita's response
2-24	Embedding policy commitments	Details are provided throughout the Capita plc Annual Report and Accounts 2025 and the GRI Content Index 2025.
2-25	Processes to remediate negative impacts	<p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > p. 79-86.</p> <p>Capita plc Annual Report and Accounts 2025 > Viability statement > Mitigations > p. 87.</p> <p>Capita plc Annual Report and Accounts 2025 > Audit and Risk Committee report > Code of Conduct and Speak Up > p. 118.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Speak Up > p. 7-9.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Speak Up Policy.</p>
2-26	Mechanisms for seeking advice and raising concerns	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Engaging with our stakeholders > p. 59-63.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Colleague engagement > p. 108.</p> <p>Capita plc Annual Report and Accounts 2025 > Audit and Risk Committee report > Code of Conduct and Speak Up > p. 118.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Speak Up > p. 7-9.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Speak Up Policy.</p>
2-27	Compliance with laws and regulations	Capita plc Annual Report and Accounts 2025 > Chief Financial Officer's review > Cyber incident > p. 34.

Disclosure number	Disclosure title	Capita's response
		Capita plc Annual Report and Accounts 2025 > KPMG LLP's Independent Auditor's Report > Laws and regulations – identifying and responding to risks of material misstatement relating to compliance with laws and regulations > p.155.
2-28	Membership associations	Capita plc Annual Report and Accounts 2025 > Responsible Business > Ranking, memberships and external recognition > p. 39. Capita Website > Responsible Business (https://www.capita.com/about-us/responsible-business) > Responsible business awards, partnerships and accreditation.
2-29	Approach to stakeholder engagement	Capita plc Annual Report and Accounts 2025 > Responsible Business > Engaging with our stakeholders > p. 59-63. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025) > Our Stakeholders > p. 6.
2-30	Collective bargaining agreements	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our people > Social Dialogue > p. 53. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025) > Our Stakeholders > p. 6-8.
GRI 3 Material Topics 2021		
3-1	Process of determining material topics	Capita plc Annual Report and Accounts 2025 > Responsible Business > Double materiality assessment > p. 40-42. Capita Website > Responsible Business (https://www.capita.com/about-us/responsible-business) > Capita's double materiality assessment process.
3-2	List of material topics	Capita plc Annual Report and Accounts 2025 > Responsible Business > Double materiality assessment > p. 41-42.

Disclosure number	Disclosure title	Capita's response
Climate change		
GRI 102	Climate Change 2025	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Suppliers and partners, Society > 60-62.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > p. 64-78.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Our planet: net zero and the low carbon transition plan > p.109.</p> <p>Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Capita's path to net zero: our Low Carbon Transition Plan > Capita's Low Carbon Transition Plan.</p> <p>Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Our targets.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Health, Safety, Environment and safeguarding > p. 14-15.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Health, Safety and Environmental Policy.</p>
102-1	Transition plan for climate change mitigation	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD > p. 68-78.</p> <p>Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Capita's path to net zero: our Low Carbon Transition Plan > Capita's Low Carbon Transition Plan.</p>
102-2	Climate change adaptation plan	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD > p. 68-78.</p>

Disclosure number	Disclosure title	Capita's response
		Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Capita's path to net zero: our Low Carbon Transition Plan > Capita's Low Carbon Transition Plan.
102-3	Just transition	Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD > p. 68-78. Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Capita's path to net zero: our Low Carbon Transition Plan > Capita's Low Carbon Transition Plan.
102-4	GHG emissions reduction targets and progress	Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > Our net zero targets – clear, science-based and ambitious > p. 64. Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Our targets.
102-5	Scope 1 GHG emissions	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita plc annual GHG emissions by scope (tCO2e) > p. 65. Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita's approach to calculating and reporting greenhouse gas emissions: methodology for Scopes 1, 2 & 3 > p. 66.
102-6	Scope 2 GHG emissions	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita plc annual GHG emissions by scope (tCO2e) > p. 65. Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita's approach to calculating and reporting greenhouse gas emissions: methodology for Scopes 1, 2 & 3 > p. 66.
102-7	Scope 3 GHG emissions	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita plc annual GHG emissions by scope (tCO2e) > p. 65. Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita's approach to calculating and reporting greenhouse gas emissions: methodology for Scopes 1, 2 & 3 > p. 67.

Disclosure number	Disclosure title	Capita's response
102-8	GHG emissions intensity	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Tracking emissions performance: intensity ratios and trends > p. 65.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Streamlined energy and carbon reporting > p. 66.</p>
102-9	GHG removals in the value chain	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Addressing the final challenge: our approach to managing residual emissions > p. 64.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > TCFD > Use of carbon credits and GHG removal activities > p.78.</p>
102-10	Carbon credits	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Addressing the final challenge: our approach to managing residual emissions > p. 64.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > TCFD > Use of carbon credits and GHG removal activities > p.78.</p>
Environmental stewardship		
GRI 103	Energy 2025	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > p. 64-78.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD statement of compliance > p. 68.</p> <p>Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Capita's path to net zero: our Low Carbon Transition Plan > Capita's Low Carbon Transition Plan.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Health, Safety and Environmental Policy.</p>

Disclosure number	Disclosure title	Capita's response
103-1	Energy policies and commitments	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > Driving down direct emissions: our progress in Scope 1 operations, Powering progress: reducing our indirect emissions from purchased electricity, Renewable energy use, On-site renewable energy, Energy efficiency: innovations and achievements across our estate, Streamlined energy and carbon reporting > p. 65-66.</p> <p>Capita Website > Climate change hub (https://www.capita.com/about-us/climate-change-commitment) > Capita's path to net zero: our Low Carbon Transition Plan > Capita's Low Carbon Transition Plan.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Health, Safety and Environmental Policy.</p>
103-2	Energy consumption and self-generation within the organization	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > Streamlined energy and carbon reporting > p. 66.</p>
103-4	Energy intensity	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > Streamlined energy and carbon reporting > p. 66.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our planet > Capita's approach to calculating and reporting greenhouse gas emissions: methodology for Scopes 1, 2 & 3 > p. 66.</p>
103-5	Reduction in energy consumption	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > Driving down direct emissions: our progress in Scope 1 operations, Powering progress: reducing our indirect emissions from purchased electricity, Renewable energy use, On-site renewable energy, Energy efficiency: innovations and achievements across our estate > p. 65.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > TCFD > p.68 – 78.</p>

Business conduct and ethical AI

GRI 201 Economic Performance 2016

Disclosure number	Disclosure title	Capita's response
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Chair's statement > p. 4-5.</p> <p>Capita plc Annual Report and Accounts 2025 > Investment case > p. 6.</p> <p>Capita plc Annual Report and Accounts 2025 > Chief Executive Officer's review > 8-12.</p> <p>Capita plc Annual Report and Accounts 2025 > A better Capita > p. 13-19.</p> <p>Capita plc Annual Report and Accounts 2025 > Operating review > p. 22-28.</p> <p>Capita plc Annual Report and Accounts 2025 > Delivery achievements in 2025 > p. 29.</p> <p>Capita plc Annual Report and Accounts 2025 > Chief Financial Officer's review > p. 30-36.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > p.79-85.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD > p. 68-78.</p>
201-1	Direct economic value generated and distributed	Capita plc Annual Report and Accounts 2025 > Consolidated financial statements, Notes to consolidated financial statements, Company financial statements, Notes to the Company financial statements > p. 161-237.
201-2	Financial implications and other risks and opportunities due to climate change	Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD > p. 68-78.
201-3	Defined benefit plan obligations and other retirement plans	Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 5: Employee benefits > p. 217 – 225.
GRI 205	Anti-Corruption 2016	
3-3	Management of material topics	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our business > Targeting bribery and corruption > p. 57.

Disclosure number	Disclosure title	Capita's response
		<p>Capita plc Annual Report and Accounts 2025 > Audit and Risk Committee report > Anti-bribery and corruption, Economic Crime and Corporate Transparency Act > p. 118.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Financial Crime Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Anti-Bribery and Anti-Corruption, Gifts and Entertainment > p. 21-22.</p>
205-1	Operations assessed for risks related to corruption	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our business > Targeting bribery and corruption > p. 57.</p> <p>Capita plc Annual Report and Accounts 2025 > Audit and Risk Committee report > Anti-bribery and corruption, Economic Crime and Corporate Transparency Act > p. 118.</p>
205-2	Communication and training about anti-corruption policies and procedures	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our business > Targeting bribery and corruption > p. 57.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Financial Crime Policy.</p>
GRI 207	Tax 2019	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Chief Financial Officer's review > p. 30-36.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Tax Strategy.</p>
207-1	Approach to tax	<p>Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 2: Results of the year > 2.6 Taxation > p. 181-184.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Tax Strategy.</p>

Disclosure number	Disclosure title	Capita's response
207-2	Tax governance, control, and risk management	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our business > Progress against our targets > p. 56.</p> <p>Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 2: Results of the year > 2.6 Taxation > 2.6.5 Capita's responsible approach to taxation > p. 184.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Tax Strategy.</p>
207-3	Stakeholder engagement and management of concerns related to tax	<p>Capita plc Annual Report and Accounts 2025 > Notes to the consolidated financial statements > Section 2: Results of the year > 2.6 Taxation > 2.6.5 Capita's responsible approach to taxation > p. 184.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Tax Strategy.</p>
Other	Ethical AI	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our business > Progress against our targets > p. 56.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Engaging with our stakeholders > Society > p. 62.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > AI adoption and governance > p. 82.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Governance > p.109.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Capita AI charter.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Use of Artificial Intelligence > p. 29.</p>

Disclosure number	Disclosure title	Capita's response
		<p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Artificial Intelligence Security Policy.</p> <p>Capita Website > Capita's AI Charter: using AI responsibly (https://www.capita.com/ai-leading-evolution/ai-charter-using-ai-responsibly).</p>
Other	Business conduct	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible Business > Our business > p.56-58.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > p. 79-85.</p> <p>Capita plc Annual Report and Accounts 2025 > Audit and Risk Committee report > 110-118.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025).</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Legal Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > SpeakUp Policy.</p>
Sustainable, transparent and resilient supply chains		
GRI 308	Supplier Environmental Assessment 2016	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Supplier engagement > p. 57.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Suppliers and partners > p. 60-61.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our planet > TCFD > p. 72-77.</p>

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		<p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Supply chain governance and modern slavery > p.109.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Procurement Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Supplier Charter (2025) > Environment > p.3.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Our Business > Our supply chain > p. 20.</p>
308-1	New suppliers that were screened using environmental criteria	Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Supplier engagement > p. 57.
Employee health, safety and wellbeing		
GRI 401	Employment 2016	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > p. 45-53.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > People attraction and retention > p. 83.</p> <p>Capita plc Annual Report and Accounts 2025 > Monitoring culture > p. 91.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Our people: culture, inclusion and the colleague experience > p.108.</p> <p>Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > Employee engagement and workforce strategy > p. 122.</p>

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		Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Our People > p. 10-17.
401-1	New employee hires and employee turnover	Capita plc Annual Report and Accounts 2025 > Responsible Business > Our people > Talent acquisition and turnover > p. 50.
GRI 403	Occupational Health and Safety 2018	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Safety and health > p. 85.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > p. 107.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Health, Safety and Environmental Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Wellbeing Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Wellbeing and health; Drugs; Health, Safety, Environment and safeguarding > p. 10, 13-15.</p>
403-1	Occupational health and safety management system	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Health, Safety and Environmental Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Wellbeing Policy.</p>

Disclosure number	Disclosure title	Capita's response
403-2	Hazard identification, risk assessment, and incident investigation	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.
403-3	Occupational health services	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.
403-4	Worker participation, consultation, and communication on occupational health and safety	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53. Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Our people > p. 59.
403-5	Worker training on occupational health and safety	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.
403-6	Promotion of worker health	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.
403-9	Work-related injuries	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Health, wellbeing and safety > p. 53.
GRI 404	Training and Education 2016	
3-3	Management of material topics	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Performance and development, Career path framework (CPF), Career tool, Moving Ahead mentoring programme, Group mentoring, Capita academy, Apprenticeships > p. 50-52.

Disclosure number	Disclosure title	Capita's response
404-1	Average hours of training per year per employee	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Average learning hours completed per employee excluding local technical training > p. 50.
404-2	Programs for upgrading employee skills and transition assistance programs	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Career path framework (CPF), Career tool, Moving Ahead mentoring programme, Group mentoring, Capita academy, Apprenticeships > p. 50-52.
404-3	Percentage of employees receiving regular performance and career development reviews	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Performance and development > Average learning hours completed per employee excluding local technical training > p. 50.

Diversity, equity and inclusion (DEI)

GRI 405 Diversity and Equal Opportunity 2016

3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Representing the diversity of the communities in which we live and work > p. 47-48.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita plc Annual Report and Accounts 2025 > Nomination Committee report > Diversity > p. 105.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Our people: culture, inclusion and the colleague experience > p.108.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Diversity and Inclusion Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Anti-Racism, Discrimination, Harassment & Bullying Policy.</p>
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Disclosure number	Disclosure title	Capita's response
		Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Diversity, Equity and Inclusion; Anti-Racism, discrimination, harassment and bullying > p. 11-12.
405-1	Diversity of governance bodies and employees	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Reporting tables on gender and ethnicity representation at Board, Executive Team and management levels at 31 December 2025> p. 49. Capita plc Annual Report and Accounts 2025 > Chair's report > Diversity, inclusion, and stakeholder engagement > p. 90.
405-2	Ratio of basic salary and remuneration for women to men	Capita plc Annual Report and Accounts 2025 > Directors' remuneration report > Gender pay gap reporting > p. 136. Capita Website > Resources and reports (https://www.capita.com/about-capita/resources-and-reports) > 2025 Gender, Ethnicity and Disability Report.
GRI 406	Non-discrimination 2016	
3-3	Management of material topics	Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Representing the diversity of the communities in which we live and work > p. 47-48. Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Anti-Racism, Discrimination, Harassment & Bullying Policy. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Anti-Racism, discrimination, harassment and bullying > p. 12.
406-1	Incidents of discrimination and corrective actions taken	Not reported in Capita plc Annual Report and Accounts 2025.

Disclosure number	Disclosure title	Capita's response
Human rights and labour rights		
GRI 407 Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our people > Social dialogue > p. 53.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Our people > 59.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Human Rights & Modern Slavery Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025) > Our Stakeholders > p. 6.</p>
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not reported in Capita plc Annual Report and Accounts 2025.
GRI 408 Child Labour 2016		
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Upholding human rights > p. 57-58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Our people, Supplier and partners > 59-61.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p>

Disclosure number	Disclosure title	Capita's response
		<p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Human Rights & Modern Slavery Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025).</p>
408-1	Operations and suppliers at significant risk for incidents of child labor	Not reported in Capita plc Annual Report and Accounts 2025.
GRI 409	Forced or Compulsory Labor 2016	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Upholding human rights > p. 57-58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Our people, Supplier and partners > 59-61.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Human Rights & Modern Slavery Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025).</p>
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not reported in Capita plc Annual Report and Accounts 2025.
Other	Human rights and labour rights	

Disclosure number	Disclosure title	Capita's response
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Upholding human rights > p. 57-58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Our people, Supplier and partners > 59-61.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Human Rights & Modern Slavery Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025).</p>
Community impact		
GRI 413	Local Communities 2016	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our communities > p. 54-55.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Society > p. 62.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Community and Charity Policy.</p>
413-1	Operations with local community engagement, impact assessment and development programs	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our communities > p. 54-55.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Society > p. 62.</p>

Disclosure number	Disclosure title	Capita's response
Sustainable, transparent and resilient supply chains		
GRI 414	Supplier Social Assessment 2016	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Supplier engagement; Upholding human rights > p. 57-58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Suppliers and partners > p. 60-61.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible Business Committee report > Supply chain governance and modern slavery > p.109.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Procurement Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Supplier Charter (2025) > Health, Safety and Wellbeing; Business Ethics, Human and Labour Rights; Responsible Business; Diversity & Inclusion > p. 4-8.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025) > Our supply chain, Suppliers, Due Diligence, Training > p. 8, 12-14.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Our Business > Our supply chain > p. 20.</p>
414-1	New suppliers that were screened using social criteria	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Supplier engagement, Upholding human rights > p. 57-58.</p>

Disclosure number	Disclosure title	Capita's response
		Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Modern Slavery and Human Trafficking Statement (2025) > Suppliers, Key performance indicators > p. 12, 15.
Business conduct and ethical AI		
GRI 415	Public Policy 2016	
3-3	Management of material topics	Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Environment, social and governance (ESG) > p. 84. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Political donations > p. 23.
415-1	Political contributions	Capita plc Annual Report and Accounts 2025 > Additional information > Directors' report and other disclosures > Political donations > p. 249.
Customer welfare and safety		
GRI 418	Customer Privacy 2016	
3-3	Management of material topics	Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Protecting data privacy and information security > p. 58. Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Data governance and data privacy > p. 85. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Data Privacy Policy. Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Privacy > p. 35-36.

Disclosure number	Disclosure title	Capita's response
		Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Supplier Charter (2025) > Privacy > p. 10.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not reported in Capita plc Annual Report and Accounts 2025.
Other	Customer welfare	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Operating review > p. 22-28.</p> <p>Capita plc Annual Report and Accounts 2025 > Delivery achievements in 2025 > p. 29.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our Business > Client relations > p. 56.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Clients and customers > p.60.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Safeguarding Policy.</p>
Cyber security and data protection		
Other	Cyber security	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Protecting data privacy and information security> p. 58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Suppliers and partners, Society > p.60-62.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Cyber Security > p. 84.</p>

Disclosure number	Disclosure title	Capita's response
		<p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Information and Cyber Security Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Information Security > p. 34.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Supplier Charter (2025) > Information & Cyber Security, Privacy > p. 9.</p>
Other	Data Privacy	
3-3	Management of material topics	<p>Capita plc Annual Report and Accounts 2025 > Responsible business > Our business > Protecting data privacy and information security> p. 58.</p> <p>Capita plc Annual Report and Accounts 2025 > Responsible business > Engaging with our stakeholders > Society > p.62.</p> <p>Capita plc Annual Report and Accounts 2025 > Risk management and internal control > Data governance and data privacy > p. 85.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Data Privacy Policy.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Our Code of Conduct (2025) > Privacy > p. 35-36.</p> <p>Capita Website > Code of Conduct, policies and principles (https://www.capita.com/about-us/codes-policies-and-principles) > Supplier Charter (2025) > Privacy > p. 10.</p>