

Modern Slavery and Human Trafficking Statement 2026





The information in this statement, signed by our Chief Executive Officer, Adolfo Hernandez, details the policies, processes and actions Capita has taken to mitigate the risk of modern slavery and human trafficking in our supply chains and any part of our own business.

It covers the activities of all businesses in all jurisdictions within the Capita plc group of companies (“Capita”) and is Capita’s Modern Slavery Statement for the financial year ended 31 December 2025, required under the provisions of the Modern Slavery Act 2015 (the “Act”).

Our commitment

Modern slavery is hidden in plain sight and is deeply intertwined with life in every corner of the world. People are coerced or forced into exploitative situations that they cannot refuse or leave. Each day, we buy the products or use the services they have been forced to make or provide without realising the hidden human cost.

The 2022 “Global Estimates of Modern Slavery” report*, jointly produced by the International Labour Organization (ILO), Walk Free and IOM, states that 50 million people were living in modern slavery in 2021, comprising 28 million in forced labour and 22 million in forced marriage. We are committed to playing our role by ensuring that, through our management and operations, robust systems, policies and processes are in place to identify, prevent and, where necessary, address and eradicate modern slavery in all its forms across our business and supply chain. We take all necessary steps to ensure that everyone who works for Capita has a working environment in which their human rights are respected and that anyone we do business with also upholds these principles.

*www.ilo.org

** [Capita plc – Annual Report and Accounts 2025](#)



Our business and structure

Capita supports clients across the public and private sectors to run complex business processes more efficiently. We provide people-based services underpinned by market-leading technology, creating better consumer experiences.

Our vision is simple: to be the leading AI-enabled business process outsourcer. We are the trusted partner for our customers, running complex business processes efficiently, driven by our values:

- Customer first, always
- Fearless innovation
- Achieve together
- Everyone is valued.

We operate across two core divisions – Public Service and Experience – in the UK, Europe, India and South Africa. The divisions are supported by a common set of company-wide capabilities and functions.

A BETTER CAPITA

Our purpose to create better outcomes

Our strategic priorities



Better Technology



Better Delivery



Better Efficiency



Better Company

Built on our foundational enablers

Scale and leadership position in key markets

Talented and passionate colleagues

Human + AI automation: data analytics and gen AI

Strong credential dealing with complex solutions

Hyperscalers and technology partnerships

Strong culture and transformation governance

Delivered through our two divisions

Capita Public Service

Capita Experience

Contact Centre | Pension Solutions | Regulated Services

Delivering on our medium term ambitions

Better efficiencies

Improving adjusted operating margin from 6/8%

Improve free cash flow

65-70% operating cash conversion

Grow the business

Low to mid-single digit % sustainable adjusted revenue growth

Underpinned by Group governance, support service, and risk management

Our stakeholders

Capita's stakeholders include: our people, clients, customers, suppliers and partners, investors, society, as well as recruitment agencies and trade unions.

Stakeholder	What matters to them	How we engage with them
Our Colleagues	<ul style="list-style-type: none"> • Flexible working • Learning and development opportunities • Fair pay and benefits • Two-way communication and feedback. 	<ul style="list-style-type: none"> • People surveys • Regular all-employee communication & network groups • Via the designated non-executive director (NED) with employee engagement responsibilities • Workforce engagement on pay at Capita.
Clients and Customers	<ul style="list-style-type: none"> • High-quality service delivery • Delivery of transformation projects within agreed timeframes • Responsible, ethical and sustainable business credentials. 	<ul style="list-style-type: none"> • Regular client meetings, business reviews and surveys • Regular meetings and reviews with government stakeholders, including the Cabinet Office • Through our customer advisory boards • Through our senior client partner programme.
Suppliers and Partners	<ul style="list-style-type: none"> • Transparent and fair procurement processes • Reliable and timely payment terms • Shared commitment to sustainability, resilience, and compliance with Science Based Targets Initiative • Provision of a safe working environment with high ethical standards • Partnering with diverse suppliers that bring innovation, disruptive technologies and positively impact local communities • Maintaining resilience, integrity, confidentiality of our business relationships. 	<ul style="list-style-type: none"> • Strategic collaboration with hyperscalers, including innovation forums: AWS, Microsoft, Salesforce and ServiceNow focused on co-creating solutions for Capita's clients, integrating advanced AI and cloud capabilities into our offerings • Performance reviews and assessments • Sustainability partnerships, to assess and mitigate the environmental impact of cloud-based operations, driving Diversity, Equity and Inclusion and local community initiatives • Engagement reviews: regular supplier meetings, ensuring openness throughout the source to procure process complete with in-life feedback questionnaires and risk assessments.
Investors	<ul style="list-style-type: none"> • Reporting on strategic, operational and responsible business factors • Financial performance • Directors' remuneration • Access to the Board and senior management • Regular communication. 	<ul style="list-style-type: none"> • Regular market communications, including financial results announcements and trading updates • Active engagement by the CEO, CFO, Chief AI and Product Officer and Company Chair with major investors • Dedicated webinars for retail shareholders • Ongoing dialogue through the Investor Relations function • Engagement at the Company's AGM.
Society	<ul style="list-style-type: none"> • Social value • Workplace inequalities • Diversity, Equity & Inclusion • Data privacy and security • AI and business ethics • Climate change • Community engagement. 	<ul style="list-style-type: none"> • Membership of non-governmental organisations • Charitable and community partnerships • External accreditations and benchmarking • Working with our partners, clients, suppliers and the Cabinet Office.
Recruitment Agencies	<ul style="list-style-type: none"> • Volume and continuity of business • Clear, ethical and efficient processes • Candidate experience and retention • Market insight and collaboration • Competitive commercial terms. 	<ul style="list-style-type: none"> • Working with a managed service provider in the UK and multiple partners in other locations. • Rigorous due diligence assessment to ensure alignment with our policies, values and values-based recruitment practices.
Trade Unions	<ul style="list-style-type: none"> • Employment terms and conditions • Consultation and collective bargaining • Health, Safety, and Wellbeing • Diversity, Equity and Inclusion • Organisational change and restructuring • Training and career development • Responsible, ethical and sustainable business credentials. 	<ul style="list-style-type: none"> • We operate many of our contracts in a unionised environment. • Regular meetings with recognised trade unions such as Unison, the Communications Workers Union (CWU) and Unite, in line with collective agreements. Matters for discussion can include business performance, strategy and resolving local issues.

Our people

As of 31 December 2025, we had a workforce of more than 29,600 colleagues employed in 8 countries. Most of our colleagues work a hybrid schedule or are home-based.

Employee Headcount – 31 December 2025

Headcount per country	Total
Germany	2,453
India	3,686
Ireland	816
Poland	577
South Africa	2,367
Switzerland	1,008
Bulgaria	420
United Kingdom	18,329
Total	29,638

Our clients and sectors

We work across a range of sectors, partnering with our clients and providing them with the insight and technologies that allow them to focus on what they do best, making peoples' lives easier and simpler.

Capita Public Service provides digital transformation and business process services to the UK Government to enhance productivity and citizen experience.



Local & Regional Partnerships



Central Government



Defence & National Preparedness

Capita Experience is one of Western Europe's leading customer experience businesses.



Contact Centre



Pension Solutions



Regulated Services

Our supply chain

We recognise that Capita's supply chain is critical to our success and is also our primary risk area. We therefore seek to build lasting relationships, treating our suppliers fairly and paying promptly. We want to work with suppliers who share our values and support us in delivering our purpose to create better outcomes.

We are committed to working with our supply chain to ensure that, together, we can achieve wider social, economic and environmental benefits while safeguarding colleagues, especially those most at risk of labour exploitation, and vulnerable or disadvantaged families who face barriers to sustainable employment and income.

We spent more than £1.68bn in 2025 with 10,488 direct suppliers in 38 countries; 82% of our suppliers are based in the United Kingdom. We actively monitor our supply chains against the Walk Free Foundation Global Slavery Index (GSI), which provides national prevalence and vulnerability estimates of modern slavery for 160 countries worldwide. In 2025, we worked with two suppliers based in two countries classified as high risk (Nigeria and the United Arab Emirates), equating to 0.0005% of overall spend.

In addition, in 2025, we strengthened our modern slavery reporting by expanding the scope of our assessments to include high-risk industry sectors, specifically facility management, facility and maintenance goods, and building construction.

This enhanced approach ensures that supplier compliance is systematically reviewed where operations involve a combination of medium-risk countries and high-risk industry types, further reinforcing oversight of modern slavery risks across the supply chain. Capita does not currently have any suppliers identified as operating in both high-risk countries and high-risk industries.

Capita has 62 suppliers operating in medium-risk countries in high-risk industries, where an annual reassessment takes place.

£ **£1.68bn**

Capita spent with suppliers

82%

Of our suppliers based in the UK

10,488

direct suppliers in 38 countries



Continuous Improvement

As part of Capita's commitment to continuously improving how we work with our suppliers, in 2025 we deployed a supply-chain monitoring platform that includes integrations to support automated monitoring of modern slavery risk in our supply chain. The platform provides a centralised supplier portal for hosting compliance documentation, due diligence records and performance monitoring. In 2026, the platform will provide auto-triggers for annual risk assessments, predictive analysis of heightened risk when suppliers change ownership, location or workforce size, and enhanced support to our small and medium-sized enterprise (SME) suppliers.

We also refreshed the Supplier Charter to further enhance our commitments and expectations of our suppliers across all sections, with additional detail in the Human and Labour Rights section supporting the eradication of modern slavery in all forms from our business and supply chain.

Annually, we benchmark ourselves against external indices to ensure our approach to responsible business is appropriate for our organisation and in line with industry best practice.

In 2025, Capita was included in the FTSE4Good Index Series for the second time. The Series, by global index and data provider FTSE Russell, is designed to measure the performance of companies demonstrating strong ESG practices. Capita continued to strengthen its sustainability performance, achieving a score of 53 out of 100 in the Corporate Sustainability Assessment, an eight-point improvement from 2024 and placing us in the 90th percentile globally. We also reduced our ESG risk rating in Sustainalytics from 15.5 to 13.5, reflecting lower exposure to sustainability-related risks. Additionally, we earned a score of 60 in our EcoVadis assessment, maintaining our Good status and receiving the Committed badge. All indices assess our approach to labour and human rights, which includes our response to modern slavery.

We also partner with organisations that share our values and support responsible business practices, including efforts to prevent and address modern slavery. Our memberships include Business in the Community, Purple Space, Social Shifters and Onvero (formerly the Employers Network for Equality and Inclusion). We also support charitable causes such as Unseen through our partnership with Hands On Payroll Giving.



Governance and policies

Our governance

Our commitment to human rights and the eradication of modern slavery is overseen by our senior leadership team. Overall accountability is held by Capita's Executive Team, which consists of functional chiefs and executive officers who are accountable for their division and function, including Responsible Business, Human Resources and Procurement.

Both Capita's Chief Executive Officer, Adolfo Hernandez, and the Responsible Business Committee have had final sign-off on this Statement.

Our policies

The following company policies support us in mitigating the risks of modern slavery in our business and supply chain. They are available to all colleagues via our colleague hub and website. The policies are managed by relevant functional heads such as People, Risk, Procurement and Responsible Business, and are embedded in our company-wide risk management framework.

Code of Conduct >

(the Code) describes what we must do and how we must behave to ensure we have the trust of all our stakeholders. 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. All colleagues are required to complete mandatory Code of Conduct training annually.

Human Rights and Modern Slavery Policy >

Sets out our commitments and ensures appropriate procedures are in place to mitigate the risk of potential breaches of international human rights standards, including the United Nations' Universal Declaration of Human Rights (UDHR), the International Labour Organisation (ILO) core conventions on Labour Rights, and the Modern Slavery Act. The Human Rights policy is referenced within our mandatory Code of Conduct, Diversity and Inclusion, as well as Safeguarding training module.

Diversity, Equity and Inclusion Policy >

Ensures that we foster a fair and inclusive workplace, where our people are valued, their differences are respected, and discrimination is eliminated. Our policy is supported by a mandatory Diversity, Equity and Inclusion training module for all colleagues that needs to be taken annually.

Risk Management Policy >

Sets out our commitment to risk management and what we expect from our employees to ensure compliance with the Group Risk Management Standard. Capita applies a risk-based approach to internal controls. This risk-based approach applies to the overall design of the Capita Internal Control Framework and all of its components. It requires Divisions and Functions to understand the relations between the business environment, objectives, risk and performance, and to establish appropriate risk responses to deal with both routine risks and monitor the effectiveness of risk strategies and controls.

Speak Up Policy >

Outlines our commitment to speaking up about serious concerns, explaining how anyone, whether working at or with us (including those employed in our supply chain) or a member of the public, can raise concerns or 'whistle blow' through confidential, responsible, and effective channels, without fear of repercussions. This policy is supported by our Speak Up Standard and a fully anonymised online portal which is promoted and accessible to all, on our website. The portal includes geographically appropriate telephone numbers, run by an independent third party on behalf of Capita. We also run a related 'Disclosure and Whistleblowing' compliance training programme for identified colleagues operating in our regulated areas.

Supplier Charter >

Sets out the principles of how we will conduct business in an open, honest and transparent manner, and the behaviours and practices we expect of all our suppliers and partners. This includes specific reference to our expectations for our suppliers to never use or support practices that inhibit the development of children, not hold any individual or group in slavery or servitude, not use any form of involuntary labour, or traffic individuals or groups for the purpose of labour exploitation in line with the Modern Slavery Act. We expect all our suppliers to adhere to our Supplier Charter and to report any issues of compliance with our charter to us within five working days, or any shorter period required by regulation. We expect all our suppliers' colleagues or contractors to report any breaches through their own grievance mechanism, or directly to us.

Anti-racism, Discrimination, Harassment and Bullying Policy >

We have a zero-tolerance approach to all forms of abuse, racism, discrimination, harassment, bullying and all forms of exploitation with a clear reporting and grievance procedure to follow for any reported acts or behaviour that goes against our commitments. Referenced in our Diversity and Inclusion mandatory training module, there is also a mandatory compliance Anti-Racism training module for all UK and Ireland colleagues.

HSE Policy >

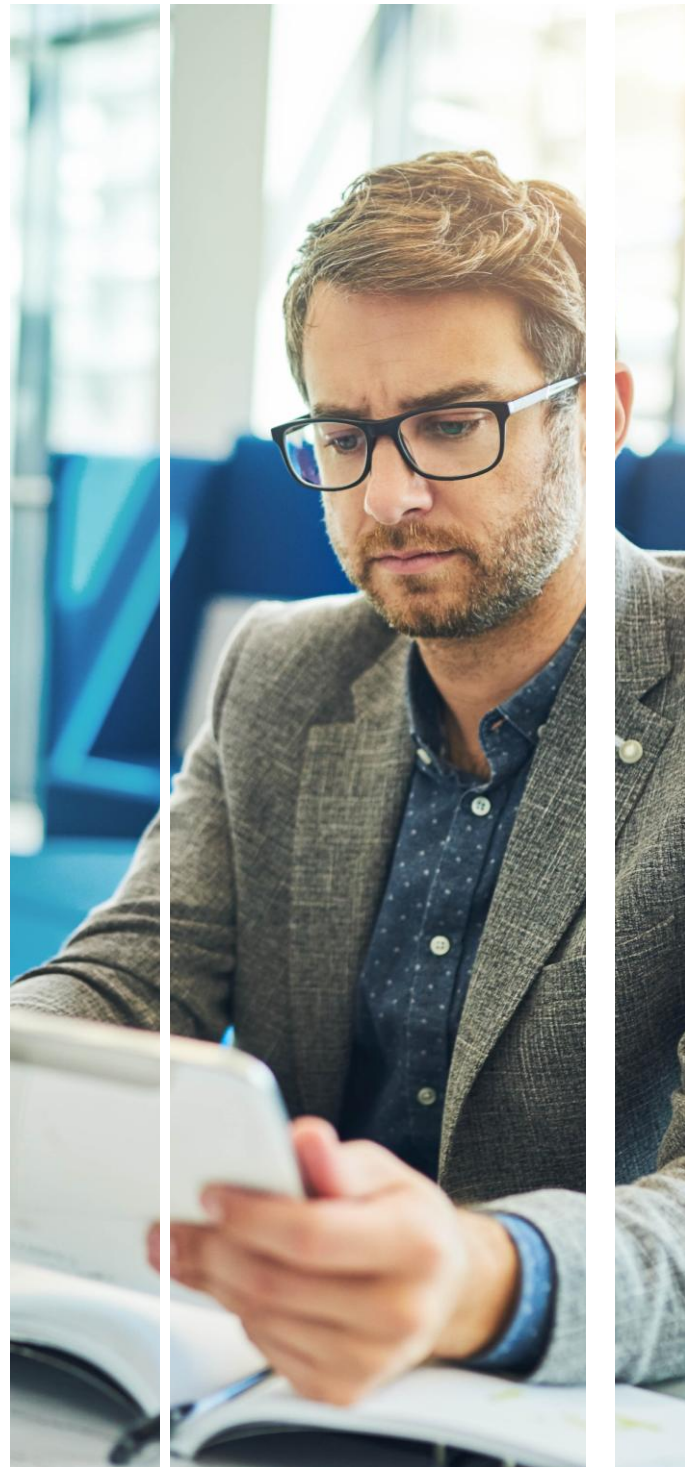
Sets out our statement and commitment to health, safety and environment (HSE) and the way we aim to keep our employees safe and well, as well as protect the environment. This is supported by the HSE Standard, which captures the roles and responsibilities of everyone across Capita, including arrangements for monitoring HSE. The HSE Management System documents all the HSE procedures and guidance related to the work that we undertake.

Safeguarding Policy >

Sets out our commitment to safeguarding our colleagues, any other adults at risk or children who come into contact with us, during work related activities. Safeguarding relates to promoting the welfare of adults at risk or children and protecting them from harm. We are committed to providing the necessary training to all colleagues, fulfilling our legal and regulatory requirements, and providing a safe, efficient and confidential process for reporting and managing any safeguarding concerns or issues.

Procurement Policy >

Sets out what our suppliers should expect from us when we buy goods and services and the requirements that must be met by every one of our businesses, in every country where we operate, when doing so. This includes operating responsible business procurement practices with clear and fair procurement processes and paying promptly in accordance with payment terms, monitoring our supply base in accordance with our Supplier Charter and providing a framework for ongoing assurance of business resilience activities with our suppliers.



Risk management

Principal risks are those considered most material to Capita's performance, reputation and operational resilience. Each principal risk, including Environment, Social and Governance (ESG) risk, is owned by a member of the Executive Team, ensuring accountability and appropriate focus on effective management. The principal risk profiles are reviewed formally twice a year by the Executive Risk and Ethics Committee (EREC) to confirm its progress against planned trajectory, relevance and alignment with strategic objectives. The principal risks are reviewed by the Audit & Risk Committee at each meeting. Each risk owner reviews their principal risk profile regularly to ensure it remains relevant and aligned with our strategic objectives.

Capita's risk management policy mandates a consistent approach to risk management across all business areas. The supporting risk management standard sets out mandatory process steps, ensuring leaders at all levels identify, manage, monitor and report risks in line with the Group Risk Management Framework (GRMF), including potential human rights, modern slavery and human trafficking risks. The GRMF is further supported by a new risk management and control self-assessment application, introduced in 2025.

[Visit our Annual Report and Accounts 2025](#), pages 79–85, for more information about our risk governance and oversight.

We identified two priority areas in relation to modern slavery and human trafficking: one relating to our colleagues and another relating to our suppliers.

Colleagues

We have a virtual-first working approach and offer flexible and remote work wherever client and business needs allow. We are aware that this virtual-first approach could have safeguarding implications for vulnerable colleagues.

Our approach to wellbeing is to prioritise and create working environments that protect, support, and promote the wellbeing of all our colleagues, managing any factors that may cause negative emotional, psychological, physical, or social impacts.

We expect everyone to utilise the tools and resources available to them to help look after their own wellbeing and support the wellbeing of colleagues. Wellbeing is referenced in our Health, Safety and Environment annual training.

All colleagues are encouraged to ask for help when needed, and we have a range of support options available. We have established a Wellbeing Hub to bring all our resources supporting physical, mental, social and financial wellbeing together in one convenient and accessible place. 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 continue to develop our culture so that wellbeing becomes an intrinsic part of everything we do, encouraging managers to have wellbeing conversations with their people as part of their regular check-ins.

Our Safeguarding Policy and Standard set out our approach to protecting our teams, service users and any members of the public with whom we come into contact. All colleagues complete mandatory safeguarding training, and regular assurance activities are carried out to ensure that the standard is being adhered to across Capita.

In addition, we provide a SafetyNet service, offering expert independent support and advice to HR partners and people managers across Capita. SafetyNet is a senior multidisciplinary group that helps manage complex HR situations relating to the health, safety and wellbeing of team members, including those who have attempted suicide.

SafetyNet also provides support for concerns relating to modern slavery and initiates referrals to local authorities and the emergency services when required.



Suppliers

We have a Supplier Risk Framework for assessing and managing our supply chain risk and have introduced controls to ensure compliance to our policies and Supplier Charter. This Risk Framework covers the full supplier lifecycle and defines the organisational responsibilities for supplier management.

As part of the implementation of the framework and assessment process, we annually review our strategic and high-risk suppliers against our responsible business commitments and credit risk.

As part of the Supplier Risk Framework, we undertake rigorous due diligence on all our suppliers and partner with EcoVadis, an independent ratings body, who can assess companies against four themes:

- Environment
- Ethics
- Sustainable procurement
- Labour and human rights

We consider the labour and human rights theme as a priority risk area in relation to modern slavery, and as such suppliers are assessed against all aspects of their treatment of their people, including a requirement to provide evidence of how they guard against modern slavery.

In 2025, our suppliers achieved an average EcoVadis score of 67 out of 100, demonstrating stronger-than-average ESG performance.

In the Labour and Human Rights category, suppliers within Capita's network achieved an average score of 67, representing a nine-point improvement since 2024 and reflecting a good performance rating.

The combined effect of our supplier onboarding, due diligence checks, EcoVadis third-party audits and our Supplier Risk Management Framework, resulted in zero material breaches occurring.



Due Diligence

We work with partners through direct and indirect recruitment channels who must comply with our Supplier Charter and undergo our rigorous due diligence assessment, to ensure they are recruiting in line with our policies, values and focus on driving inclusive resourcing practices.

As a minimum, we expect both ourselves and our suppliers to comply with all applicable local laws and regulations, providing safe working conditions, treating workers with dignity and respect, acting fairly and ethically, and using environmentally responsible practices where practicable.

We operate a rigorous supplier onboarding due diligence process to ensure all new suppliers can adhere to and understand what we expect from them under our Supplier Charter. Continued monitoring of adherence to the Supplier Charter is carried out via an ongoing annual risk questionnaire for strategic and high-risk suppliers.

The questionnaire covers the following areas:

- Human trafficking and slavery
- Modern slavery mitigation and escalation
- Anti-bribery and corruption
- Equal and fair opportunities
- data protection
- Health and safety
- The environment
- Risk management
- Information security and bribery
- Sanctions
- Safeguarding and wellbeing
- Clinical

We prioritise suppliers that can demonstrate a commitment to upholding responsible business practices. Our tendering process applies increased weighting to suppliers that perform well against our required criteria relating to modern slavery, environmental management, and diversity and inclusion, alongside gated requirements for acceptance of our Supplier Charter, anti bribery and corruption controls, and financial crime compliance.

Our standard terms and conditions include a clause that all suppliers are required to comply with our Supplier Charter, under which suppliers are expected to uphold the highest standards of human and labour rights. We have zero tolerance for modern slavery and reserve the right to terminate a relationship with a supplier or third party that cannot demonstrate compliance with our Human Rights Policy and Modern Slavery Statement.

Additionally, we do not supply any goods that have been identified by the [US Department of Labor](#) to be at higher risk of being produced by child or forced labour.

Training and communication

Training

To make colleagues aware of the Modern Slavery Act 2015, we share this statement with all colleagues through our internal communication channels. A copy of this statement is available on the Capita website (www.capita.com).

We also provide training on our policies – please check details in the policy section.

In 2025 we continued to provide awareness training to all colleagues, of our commitments both inside and outside the workplace, to identify the risks of, and remove all instances of, modern slavery, human trafficking and exploitation. This has been implemented through our mandatory pan-Capita Code of Conduct and Safeguarding training.

We have also launched more detailed training for colleagues that have direct responsibility for upholding our commitment to eradicating modern slavery from our business and supply chain. The Chartered Institute of Procurement & Supply (CIPS) Ethical Procurement Training was completed in 2025 by all senior procurement buyers, to uphold our commitment to ethical procurement and supply practices.

Communication

Our annual colleague survey provides an important mechanism for understanding employee experience and identifying potential risks across our operations.

Colleague survey results in 2025 show continued improvement in participation and employee sentiment, with increases in inclusion and wellbeing scores indicating a supportive working environment, while recognising there is ongoing focus required to strengthen overall engagement.

This feedback supports our approach to managing modern slavery risks, underpinned by clear policies, training, and established speak-up channels, and helps us to continually strengthen awareness, oversight and accountability across the organisation.

We also communicate with all our colleagues on a regular basis on a range of issues. This includes companywide communication and campaigns, as well as divisional and local communication: all hands calls, listening groups and engagement sessions.

We have well established Employee Network Groups (ENGs). Each group is sponsored by a member of our Executive Team and has the opportunity to influence key organisational policies and practices. We also maintain structured labour relations through regular engagement with employee representatives and trade unions, ensuring transparent communication and consultation on statutory changes and significant organisational decisions.



Key performance indicators

Our effectiveness in combatting slavery and human trafficking

Our Supplier Relationship Management Framework enables the close management and monitoring of supplier compliance with our policies, applicable legislation and regulation, and adherence to our Supplier Charter. Supplier performance is assessed across four key Responsible Business themes:

- Environment
- Ethics
- Sustainable procurement
- Labour and human rights

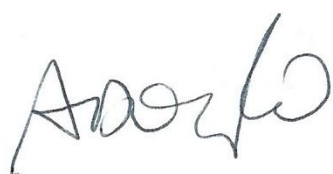
Throughout 2025, there has been ongoing tracking and monitoring of Key Performance Indicators (KPIs) related to modern slavery mitigation. This effort includes a combination of supply chain management and training for all colleagues to raise awareness about modern slavery and human trafficking, as well as our policies, procedures, and reporting mechanisms.

Key Performance Indicators	Target	2025
Proportion of suppliers assessed using our risk management framework covering adherence to our supplier charter (new & reactivated suppliers)	99%	99%
Overall number of high-risk suppliers as per Global Slavery Index	N/A*	2
Number of material breaches	None identified	None identified
Code of Conduct training completion rate	95%	96%
Modern Slavery Government Assessment tool performance	96%	97%

*Capita seeks to avoid engagement with suppliers operating in regions identified as high risk for modern slavery. Where such engagement is necessary, robust mitigation measures and commercial safeguards are implemented to protect its supply chains.

Board approvals

This statement is made pursuant to section 54(1) of the Act. Capita's Chief Executive Officer approved this statement on behalf of the Capita Executive Team on 25 June 2026. The Board Responsible Business Committee approved this statement on behalf of the Capita plc Board on 25 June 2026.



Adolfo Hernandez
Chief Executive Officer
June 2026