



## GENDER PAY GAP REPORT 2017

As part of the Equality Act 2010, the UK government implemented an Annual Gender Pay Gap reporting requirement where all companies with more than 250 employees are required to participate.

The data shared must include mean and median figures for differences in hourly pay and bonus pay, which are calculated using salaries and bonus payments for all roles in Capita regardless of level. It is important to note that this is different to equal pay which looks at salaries for jobs with the same or similar responsibilities.

We have reported on 28 legal entities that meet the reporting criteria as well as information for our pay gap covering our whole business. Results for each of these entities can be found in this report and on the [government website](#). The information below takes a look at our pay gap covering our entire Capita population.

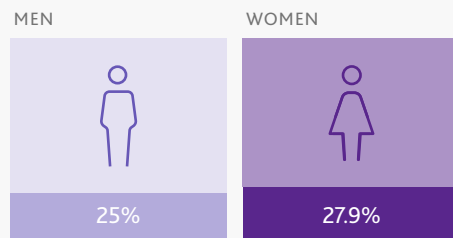
### REPORTING CAPITA'S GENDER PAY GAP

#### Pay and bonus gap pay

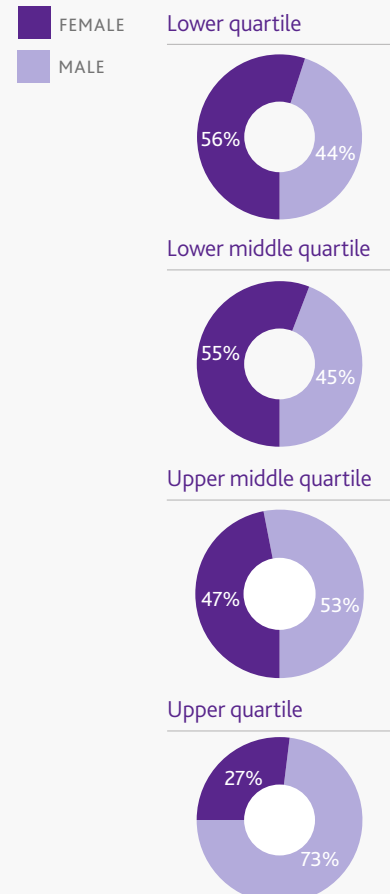
The table below shows our mean and median hourly gender pay gap (based on hourly rates of pay at 5 April 2017) and mean and median bonus gap (based on bonuses paid in the 12 months to 5 April 2017).

	Mean (average)	Median (mid-point)
Hourly pay	26.8%	25.3%
Bonus	66.1%	45.0%

#### Proportion of employees receiving a bonus



#### Proportion of men and women in each pay quartile



## ANALYSING CAPITA'S GENDER PAY GAP

Analysis of the data behind our mean pay gap of 26.8%, shows us that the gap can be attributed to two key factors. The first is that there are more men in senior roles, including at board level. Senior positions at Capita generally offer higher salaries and bonus potential. At the same time, there are more women than men in the roles attracting the lower salaries.

A gender pay gap such as this is not the same as equal pay. Equal pay ensures that both male and females are paid in line with each other for roles that they do which are the same or similar. Gender pay is in place to assess the differentials between men and women in the organisation, regardless of job role, level or salary.

## OUR COMMITMENT AND ACTIONS

Capita is committed to addressing the current gender pay gap as part of creating an inclusive and diverse culture which will enable our people and company to thrive with creativity, innovation and success. We want a diverse workforce that reflects our customer base and the communities that we serve. The appointment of Will Serle, Chief People Officer, will enable Capita to focus on creating the right environment and improving the diversity of Capita.

We recognise that we have work to do to encourage more women into senior leadership roles.

We are committed to improving opportunities for career progression for women into senior roles. Our support and membership of the 30% Club, which targets 30% of our board members to be female, reflects this commitment.

Other key actions include:

**Supporting career progression** – Our 30% Club membership will provide access to cross-company and cross-sector mentoring opportunities, adding to our existing mentoring and coaching. We will be progressing five mentors and five mentees into the 30% Club who will be matched with peers at external companies. This process has been successful for a number of FTSE companies in achieving higher percentage of women on board seats.

**Female Leadership Group** – Senior women from across the company have been working to implement initiatives that encourage and support female leadership at Capita. This group has focused on creating wider networking groups, welcoming and supporting new women leaders with a buddy as well as identifying and encouraging the right behaviours which encourages a diverse and inclusive culture.

**Reviewing recruitment processes** – We are reviewing our recruitment processes, including language used in job descriptions and job adverts, to ensure we can encourage and attract as diverse a range of applicants. Gender bias screening will help in making roles in IT, sales and consultancy appealing to all.

**Succession planning** – Regular succession planning identifies future leadership talent across the business, ensuring that both male and female candidates are identified. Through this process we can start to take the necessary steps to ensure our successor pipelines are diverse and high potentials are given the support and training that they need to take the next step in their career.



David Deacon  
Executive director of talent

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

## OUR DATA

We are reporting on all 28 UK entities with more than 250 employees as well as our gender pay gap covering our entire Capita population.

Legal Entity	Total Relevant Employees	Gender Pay Gap %		Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		Bonus Pay Gap			
		Mean %	Median %	Male	Female	Male	Female	Male	Female	Male	Female	Mean %	Median %	% Males receiving bonus	% Females receiving bonus
Capita (entire population)	58,138	26.76%	25.31%	73.47%	26.53%	53.19%	46.81%	45.21%	54.79%	43.92%	56.08%	66.15%	45.00%	25.01%	27.95%
Capita plc	656	43.92%	42.46%	76.28%	23.72%	50.00%	50.00%	27.56%	72.44%	35.90%	64.10%	94.99%	87.20%	20.97%	21.10%
Capita Business Services Ltd	15,835	37.43%	30.78%	78.90%	21.10%	49.07%	50.93%	44.53%	55.47%	42.09%	57.91%	61.47%	63.88%	22.79%	26.17%
Capita Customer Management Limited	12,126	10.80%	2.71%	53.64%	46.36%	45.31%	54.69%	36.02%	63.98%	47.36%	52.64%	49.27%	36.71%	37.65%	34.10%
Capita Life & Pensions Regulated Services Limited	4,224	16.80%	13.91%	52.86%	47.14%	34.59%	65.41%	30.34%	69.66%	38.57%	61.43%	69.69%	25.00%	14.65%	16.35%
Capita Property and Infrastructure Limited	2,242	26.42%	24.85%	88.01%	11.99%	74.47%	25.53%	68.47%	31.53%	58.41%	41.59%	67.51%	19.08%	11.51%	10.86%
Capita Employee Benefits Limited	1,484	17.67%	8.97%	67.83%	32.17%	53.91%	46.09%	52.91%	47.09%	46.67%	53.33%	36.74%	0.00%	11.81%	9.45%
Capita Employee Benefits (Consulting) Limited	457	31.72%	35.33%	81.13%	18.87%	59.05%	40.95%	52.38%	47.62%	33.33%	66.67%	89.32%	95.78%	2.44%	11.85%
Capita Secure Information Solutions Limited	1,242	17.40%	11.36%	89.30%	10.70%	80.27%	19.73%	77.52%	22.48%	75.59%	24.41%	-8.88%	-50.72%	12.41%	7.97%
Tascor E & D Services Limited	1,065	9.53%	5.16%	80.38%	19.62%	61.57%	38.43%	54.37%	45.63%	59.62%	40.38%	26.73%	0.00%	51.18%	63.50%
Tascor Services Limited	394	8.65%	2.08%	75.00%	25.00%	50.57%	49.43%	62.07%	37.93%	59.09%	40.91%	28.72%	63.93%	7.95%	7.74%
Capita Insurance Services Limited	806	14.33%	8.25%	61.96%	38.04%	40.22%	59.78%	42.93%	57.07%	44.57%	55.43%	15.42%	18.03%	17.66%	19.63%
Capita Resourcing Limited	2,436	-17.67%	50.80%	67.85%	32.15%	77.63%	22.37%	61.02%	38.98%	41.96%	58.04%	54.19%	44.05%	15.12%	33.12%
Voice Marketing Limited	779	0.90%	0.91%	64.41%	35.59%	54.09%	40.91%	58.52%	41.48%	58.76%	41.24%	11.74%	3.35%	43.70%	71.79%
Capita Travel and Events Limited	759	32.16%	21.79%	52.02%	47.98%	23.12%	76.88%	23.12%	76.88%	21.97%	78.03%	70.84%	52.94%	71.04%	66.91%
Western Mortgage Services Limited	757	23.45%	11.87%	54.91%	45.09%	33.53%	66.47%	28.89%	71.11%	37.58%	62.42%	6.28%	-17.85%	25.71%	19.29%
Capita IT Services Limited	746	20.78%	27.64%	83.68%	16.38%	86.44%	13.56%	76.14%	23.86%	64.41%	35.59%	78.30%	80.15%	14.96%	21.64%
Capita Managed IT Solutions Limited	672	18.70%	21.17%	58.99%	14.01%	88.54%	11.46%	78.98%	21.02%	67.52%	32.48%	32.63%	7.91%	10.27%	29.45%
Entrust Support Services Limited	600	-0.38%	23.57%	35.82%	64.18%	58.96%	41.04%	19.55%	80.45%	39.55%	60.45%	54.31%	20.00%	3.90%	4.07%
Capita Life & Pensions Services Limited	547	23.85%	26.19%	71.76%	28.24%	48.46%	51.54%	33.85%	66.15%	42.75%	57.25%	80.17%	91.30%	26.97%	23.57%
Trustmarque Solutions Limited	446	18.10%	20.26%	80.37%	19.63%	85.98%	14.02%	64.15%	35.85%	70.09%	29.91%	43.00%	60.30%	12.01%	19.47%
Fera Science Limited	422	13.12%	12.26%	59.14%	40.86%	54.84%	45.16%	39.78%	60.22%	48.39%	51.61%	34.81%	95.37%	4.21%	1.44%
Parkingeye Limited	345	8.16%	4.59%	64.44%	35.06%	67.53%	32.47%	50.65%	49.35%	71.43%	28.57%	76.81%	56.12%	16.37%	44.44%
Service Birmingham Limited	336	-1.95%	-4.47%	78.48%	21.52%	78.48%	21.52%	81.01%	18.99%	81.01%	18.99%	61.75%	37.32%	10.31%	8.11%
RE (Regional Enterprise) Limited	313	17.24%	18.66%	71.62%	28.38%	49.35%	50.65%	38.89%	61.11%	45.83%	54.17%	44.87%	-312.50%	8.54%	2.68%
Akinika Debt Recovery Limited	306	0.59%	3.79%	50.85%	49.15%	53.45%	46.55%	43.10%	56.90%	49.15%	50.85%	26.14%	27.44%	40.79%	29.87%
G L Hearn Limited	281	39.32%	47.03%	91.18%	8.82%	69.57%	30.43%	57.58%	42.42%	33.82%	66.18%	73.03%	73.17%	78.49%	77.06%
Updata Infrastructure (UK) Limited	260	15.56%	31.17%	90.48%	8.82%	69.57%	30.43%	57.58%	42.42%	33.82%	66.18%	46.72%	3.42%	4.72%	8.33%
Capita Retail Financial Services Limited	815	-1.58%	-2.76%	50.26%	49.74%	65.43%	34.57%	62.77%	37.23%	61.17%	38.83%	1.98%	-225.00%	27.27%	25.44%

We confirm that the data reported is accurate.