

CAPITA

GENDER PAY GAP REPORT 2018



Capita's UK Gender Pay Gap Report 2018

Capita's UK gender pay gap report measures the difference between the average hourly pay for men and women, expressed relative to men's earnings. All companies with more than 250 employees are required to publish their data as part of the UK Government's Equalities Act 2010.

The figures reported must be calculated using the 'snap shot' date of 5th April each year. Organisations must publish their report within a year of this date. This report therefore analyses data from 5th April 2018.

We have reported on 30 legal entities that meet the reporting criteria as well as providing information for our pay gap covering our whole UK business. We calculate the data using mean and median figures for differences in hourly pay and bonuses.¹

This is the second time we have reported our gender pay gap. You can view last year's report [here](#).

Capita's UK gender pay gap

Capita's median pay gap has decreased by 1.95 percentage points from 25.3% in 2017, and our mean gender pay gap has increased by 4.38 percentage points, from 26.8 percentage points in 2017.

Hourly pay	2018	2017
Median pay differential (mid-point)	23.35%	25.3%
Mean pay differential (average)	31.18%	26.8%

Bonus pay	2018	2017
Median pay differential (mid-point)	57.41%	45.0%
Mean pay differential (average)	61.48%	66.1%

Proportion of employees receiving a bonus	2018	2017
Men	22.87%	25%
Women	24.05%	27.9%

What is the median gender pay gap?

The median gender pay gap is the difference between the midpoints in the ranges of men's and women's hourly rate pay.

What is the mean gender pay gap?

The mean gender pay gap is the difference between the average of men's and women's hourly rate pay.

¹Organisations must follow the calculation methodology set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap, and distribution across pay quartiles.

Capita's pay distribution

Capita has a fairly equal proportion of men and women across our whole UK business (46% women/54% men). However, men and women are not equally represented at all levels of seniority. Analysis of our data across our four pay quartiles shows that, in the lower three quartiles, the gender pay gap for people within the same quartile is less than 1%, which indicates that there is an even number of men and women in broadly similar roles receiving similar pay. The exception is within our upper quartile, where there is a material gender pay gap. There is a significantly higher proportion of men in senior level roles (73%) than women. Additionally, a higher proportion of roles in our lower middle and low quartiles are held by women (55%). This gender disparity is the root cause of our overall mean and median gender pay gaps when we combine all the data of our UK business. We know that this is something Capita must address if we are to close the gap.

Upper pay quartile	2018	2017 ²
Men	73.37%	73%
Women	26.63%	27%
Pay gap (median)	15.7%	
Pay gap (mean)	12.1%	

Middle pay quartile	2018	2017
Men	51.41%	51%
Women	48.59%	49%
Pay gap (median)	0.0%	
Pay gap (mean)	0.0%	

Lower middle pay quartile	2018	2017
Men	45.96%	46%
Women	54.04%	54%
Pay gap (median)	0.9%	
Pay gap (mean)	1.0%	

Lower pay quartile	2018	2017
Men	43.34%	43%
Women	56.66%	57%
Pay gap (median)	0.1%	
Pay gap (mean)	-0.1%	

Encouragingly, our ranking within the Hampton-Alexander Review 2018 has improved and we are now ranked 110 in the FTSE250 (ranked 219 in 2017). The Hampton-Alexander Review is an independent review body which builds on the work of the Davies Review to increase the number of women on FTSE boards, with an important focus on improving women's representation in senior leadership positions. Our improved ranking is predominantly due to a greater number of women on our Board and in our newly formed Executive Committee. To achieve this, we ensured that more women candidates were included on the short-list of all senior recruits. This is a step in the right direction, but we recognise we still have a long way to go to turn the dial fully and achieve real gender parity across Capita.

² The additional detailed breakdown by quartile is not available for 2017, as this was not captured in last year's data set.

How we are addressing our gender pay gap?

We are investing in activity to address Capita's gender pay gap.

At the heart of Capita's people strategy is our aim to nurture a culture of development, inclusivity and wellbeing, in which our people are proud to work. Inclusivity is embedded throughout Capita's values and behaviours, and is central to our purpose, to create better outcomes.

Specific interventions to reduce the gender pay gap include:

Embedding inclusion within our values and behaviours:

Our corporate values have recently been reviewed and refreshed with the engagement of our people, who gave a clear message that a diverse and inclusive workplace was an important priority. With this in mind, our new values place a greater emphasis on the inclusive language and behaviour we expect of all our employees and those working on behalf of Capita.

Reviewing our family support policies:

We have conducted a full strategic review of our existing benefits including our maternity, paternity, parental and carers leave benefits, benchmarking our benefits against common market practice and identifying gaps where investment may be required. Further cost analysis is being done to provide the business impact to bring any of these policies that are below common market practice up to a revised level. The recommendations of this review and cost analysis will be considered by the business in June 2019.

Improving women's recruitment, attraction and internal mobility:

In 2018, we introduced recommended guidance that all senior management roles should have at least one woman candidate on the shortlist for interviews. This year, we are going further by introducing a target of 40% women's representation on recruitment shortlists for all senior management positions, inclusive of internal and external candidates. Performance against this target will be measured frequently and reported to our leadership team.

We are also producing a diversity toolkit for recruitment staff to equip them with the channels, tools, and training to facilitate improvements to gender diversity at key stages throughout the recruitment lifecycle.

Additionally, we are committed to increasing the number of jobs advertised as flexible or agile e.g. part-time, compressed hours, home-based or job-sharing.

Facilitating career progress for women:

We will build on the experiences of being members of the 30 Percent Club to develop intracompany and cross company mentoring for high potential female leaders identified through the succession planning process. This complements our internal mentoring scheme which launched as an initial pilot in September 2018 aimed at mid-level career women. In addition, from April 2019 each member of our Leadership team has committed to mentor a high potential woman identified through our succession planning process.

Role models: We recognise that having visible role models is one factor in successful career development, and so we've recently launched a campaign to encourage employees from across the business to share their lived experiences, motivating and inspiring others to achieve their career potential.

Networking: Our employees tell us that having professional employee led networks where they can receive peer support, hear from guest speakers and be part of a collective employee voice, is helpful in enabling them to navigate their career path. That's why we're building on the success of our existing employee network groups, operated at a local level, and launching these as global employee networks. We recognise the importance of inclusion and our employee networks are open to all employees across Capita and those who work for or on behalf of Capita.

“ Our corporate values have recently been reviewed and refreshed with the engagement of our people, who gave a clear message that a diverse and inclusive workplace was an important priority. ”

Executive sponsorship: Our Executive Committee recognise that achieving gender parity is part of the solution and as such is a key pillar of our new global Inclusion and Wellbeing strategy. Members of our Executive Committee have undertaken unconscious bias training and have committed to being active sponsors of specific inclusion and wellbeing priorities.

These are: Wellbeing, Gender, Ethnicity, Disability, Family, LGBTQ+

We know that in order to improve the culture of our business so that all employees are able to thrive and achieve their career potential we need to start at the top of the organisation. In March 2019, our Executive Committee took part in an inclusive leadership workshop, with the expressed commitment to better understand the impact of unconscious bias in decision making and to further equip the leadership team to role model the inclusive leadership attributes that we are embedding across Capita.

Focus groups: To better understand our gender pay gap and the lived experiences of our people, over the next few months we will be running a series of workshops engaging women and men across the business to understand their experience of recruitment, progression and working life at Capita.

We are committed to engaging with our people to ensure the interventions we are putting in place to address our gender pay gap are really addressing the issues they face.

It is important to highlight that the interventions highlighted in this report are being rolled out throughout 2019 and therefore will not impact our next data set for reporting (5th April 2019).

The fact that our mean gender pay gap has increased since last year is not good enough. We know we have some way to go. However, we – and in particular our CEO, who has a strong personal commitment to diversity and inclusion – are committed to addressing this issue, and we have made good progress in identifying and investing in interventions that will address the gap. There is substantial work to be done. But we know that we cannot transform Capita unless we get this right. We want to make sure our people can bring their 'whole selves' to work and thrive.

More information about our inclusion and wellbeing approach can be found on our corporate website, www.capita.com/responsibility.



Case Studies: Empowering women at Capita



ANITA CAMILLERI
PEOPLE DEVELOPMENT MANAGER
CAPITA REAL ESTATE AND INFRASTRUCTURE

Anita has always felt strongly about the under-representation of women in STEM occupations. She has developed a Capita STEM outreach programme to increase the number of women applying, working closely with schools and colleges across the country, offering support to students considering a career within STEM.

“The younger generation should have equal opportunities within the workplace and these initiatives are showing women the opportunities available to them. I have seen a massive turn around in the number of women intakes for our graduate and apprenticeship schemes since we introduced the programme.”

Arman joined Capita in May 2018 and is in charge of all spend related to marketing, ensuring we're getting the best out of the agencies and suppliers we use – and meeting our efficiency and ethical objectives, while driving value to the bottom line.

“

We have a responsibility to ensure we are actively engaging with women-owned businesses as well as other diverse suppliers. It's my ambition to see Capita become leaders within this field, one that other organisations aspire to contend with. Promoting women's entrepreneurship is one way to address the gender gap. Women are more likely to face barriers and challenges when it comes to setting up, running and growth of their business compared to male counterparts.

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ARMANDEEP GILL
MARKETING PROCUREMENT MANAGER
CAPITA GROUP



MARGO LEACH
CHIEF PRODUCT OFFICER, AXELOS

Margo progressed from head of product management to the chief product officer position in just one year and has consistently demonstrated true business leadership and acted as a role model for women in IT.

“The tech sector has made significant progress in tackling the diversity issue over the past few years. It now seems to at least be on the agenda of most organisations, which is the great first step! The data does not lie: diverse leadership teams have a positive financial impact on businesses, so building boardrooms that more accurately reflect the population we live in, is a win-win for everyone.”



VICTORIA ROBINS
SERVICE DIRECTOR
CAPITA IT AND NETWORKS

Victoria started out as a consultant at Capita in 2010 and, since then, has driven significant change across our cyber security practice. She was recently shortlisted for the Women in IT Awards 2019 in the Rising Star of the Year category.

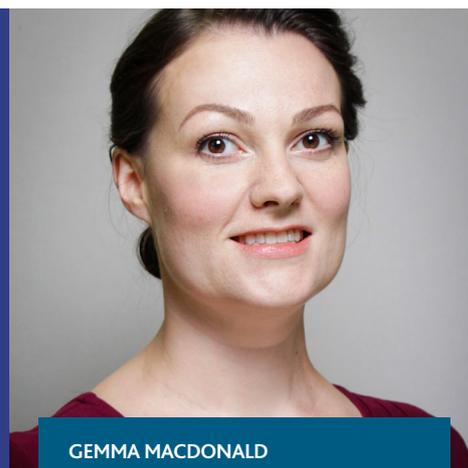
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My role enables me to deliver forward-thinking solutions which drive efficiency and delivery excellence, while being able to provide colleagues with the opportunity to develop and drive forward a culture of continuous improvement and quality to our customers.

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During her ten years here, Gemma was the first of few to be chosen to complete a sponsored postgraduate degree in business management and leadership, in which she achieved a distinction. She continuously strives to look for new ways to develop her current skill sets, including finding a career mentor from the 30% Club.

“The 30% Club presents an opportunity to seek insight and mentoring from a professional outside of our organisation. I wanted to gain a new perspective, explore and give confidence to new ideas and a different way of thinking. Working in a different industry sector, my mentor has already provided me with a fresh perspective on the topics we have discussed to date. This has definitely been a leap of faith. I’m excited to see where the nine-month programme takes us.”



GEMMA MACDONALD
CHIEF OPERATIONS OFFICER
CAPITA RESOURCING

Declaration

I confirm that our data is accurate and has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.

28 March 2019

Will Serle

Chief People Officer
Capita Plc

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 UK population)	49,260	31.2%	23.4%	73.37%	26.63%	51.41%	48.59%	45.96%	54.04%	43.34%	56.66%	61.48%	57.41%	22.87%	24.05%
Capita plc	457	36.9%	36.3%	67.62%	32.38%	55.77%	44.23%	37.50%	62.50%	41.90%	58.10%	34.40%	36.80%	62.84%	52.72%
Capita Business Services	14,653	31.8%	24.0%	74.76%	25.24%	46.76%	53.24%	45.65%	54.35%	42.66%	57.34%	67.60%	66.80%	22.30%	23.23%
Capita Birmingham Ltd	328	1.3%	-1.7%	81.58%	18.42%	80.00%	20.00%	80.00%	20.00%	82.67%	17.33%	73.30%	51.70%	8.40%	9.09%
Capita Commercial Insurance Services Ltd	261	-1.1%	-6.2%	48.28%	51.72%	52.54%	47.46%	51.43%	48.57%	56.82%	43.18%	27.30%	69.90%	10.77%	14.50%
Capita Customer Management Ltd	11,195	10.4%	2.7%	52.93%	47.07%	44.93%	55.07%	40.42%	59.58%	42.05%	57.95%	47.60%	52.60%	33.26%	28.07%
Capita Life & Pensions Regulated Services Ltd	4,098	16.1%	13.1%	51.42%	48.58%	34.02%	65.98%	30.75%	69.25%	37.69%	62.31%	77.00%	0.00%	18.58%	17.86%
Capita Property and Infrastructure Ltd	1,915	27.0%	25.4%	89.05%	10.95%	75.00%	25.00%	65.00%	35.00%	59.05%	40.95%	55.50%	91.70%	11.83%	12.29%
Capita Employee Benefits Ltd	1,532	20.8%	11.2%	68.68%	31.32%	52.59%	47.41%	52.30%	47.70%	43.97%	56.03%	43.00%	0.00%	14.13%	10.21%
Capita Employee Benefits (Consulting) Ltd	378	37.7%	45.2%	86.90%	13.10%	63.10%	36.90%	54.22%	45.78%	29.76%	70.24%	15.20%	33.30%	19.52%	19.05%
Capita Secure Information Solutions Ltd	1,138	17.7%	16.4%	91.11%	8.89%	82.90%	17.10%	74.72%	25.28%	75.09%	24.91%	57.90%	59.10%	18.18%	19.11%
Capita Southampton Ltd	263	22.0%	9.9%	63.16%	36.84%	35.71%	64.29%	35.09%	64.91%	27.27%	72.73%	81.70%	87.00%	16.67%	19.88%
Tascor E & D Services Ltd	990	7.4%	3.9%	78.33%	21.67%	60.42%	39.58%	58.75%	41.25%	58.75%	41.25%	53.00%	0.00%	8.67%	11.17%
Tascor Services Ltd	339	10.5%	0.2%	71.83%	28.17%	52.70%	47.30%	69.01%	30.99%	50.00%	50.00%	5.20%	55.50%	2.00%	2.16%
Capita Insurance Services Ltd	631	12.0%	6.1%	59.86%	40.14%	46.58%	53.42%	35.62%	64.38%	50.68%	49.32%	24.50%	40.70%	16.44%	18.02%
Capita Resourcing Ltd	3,137	28.5%	46.7%	77.27%	22.73%	80.84%	19.16%	61.10%	38.90%	42.89%	57.11%	52.80%	46.70%	12.85%	28.84%
Voice Marketing Ltd	783	1.6%	1.2%	67.90%	32.10%	60.00%	40.00%	58.75%	41.25%	55.00%	45.00%	17.40%	24.40%	80.24%	77.65%
Capita Travel and Events Ltd	739	32.9%	27.4%	54.09%	45.91%	28.93%	71.07%	20.50%	79.50%	19.11%	80.89%	20.20%	37.30%	33.33%	26.20%
Western Mortgage Services Ltd	678	21.3%	9.3%	51.63%	48.37%	27.45%	72.55%	26.32%	73.68%	36.60%	63.40%	-47.60%	-76.30%	8.12%	1.35%
Capita IT Services Ltd	649	20.2%	27.9%	85.81%	14.19%	85.16%	14.84%	79.87%	20.13%	63.23%	36.77%	60.30%	21.20%	11.95%	19.73%
Capita Managed IT Solutions Ltd	578	18.4%	19.4%	89.55%	10.45%	85.82%	14.18%	77.61%	22.39%	71.64%	28.36%	37.00%	68.30%	18.00%	38.46%
Entrust Support Services Ltd	520	4.1%	14.7%	46.22%	53.78%	54.31%	45.69%	29.91%	70.09%	47.46%	52.54%	36.90%	49.80%	2.22%	2.71%
Capita Life & Pension Services Ltd	497	27.2%	30.1%	72.41%	27.59%	50.00%	50.00%	39.66%	60.34%	39.13%	60.87%	69.90%	97.50%	26.72%	25.20%
Trustmarque Solutions Ltd	403	20.5%	21.2%	88.30%	11.70%	82.98%	17.02%	68.82%	31.18%	69.15%	30.85%	21.10%	-22.70%	30.19%	36.84%
Fera Science Ltd	396	16.3%	12.4%	65.96%	34.04%	48.39%	51.61%	40.86%	59.14%	51.06%	48.94%	72.70%	0.00%	89.71%	96.35%
RE (Regional Enterprise) Ltd	329	14.3%	11.7%	66.67%	33.33%	50.67%	49.33%	44.29%	55.71%	45.21%	54.79%	84.40%	76.50%	6.59%	1.85%
Akinika Debt Recovery Ltd	263	-1.3%	-0.1%	44.00%	56.00%	54.17%	45.83%	55.32%	44.68%	51.02%	48.98%	77.60%	-109.60%	7.03%	10.37%
G L Hearn Ltd	291	43.0%	45.5%	94.29%	5.71%	72.86%	27.14%	40.85%	59.15%	46.38%	53.62%	78.20%	87.50%	76.11%	75.68%
Optima Legal Services Ltd	350	13.6%	1.0%	47.83%	52.17%	39.13%	60.87%	41.30%	58.70%	45.65%	54.35%	89.40%	0.00%	22.22%	20.39%
Updata Infrastructure (UK) Ltd	284	18.8%	28.8%	91.04%	8.96%	85.07%	14.93%	86.57%	13.43%	71.64%	28.36%	24.80%	-2.90%	11.54%	20.00%
Capita Retail Financial Services Ltd	843	-3.3%	-0.3%	50.00%	50.00%	62.57%	37.43%	62.36%	37.64%	53.33%	46.67%	62.00%	-2.00%	4.98%	8.03%

We confirm that the data reported is accurate.