



Diversity and Inclusion Policy

At Capita, we are committed to creating an environment where diversity is valued and respected and where our people can bring their different perspectives and whole selves to work. In this way, each person can do their part to create better outcomes.

We are committed to

- Creating a workforce that reflects the diversity of our communities, understanding that all the differences in peoples' skills, education, experience, background, education, age, working style, religion or belief, sexual orientation, race, gender and other individual characteristics drives greater effectiveness in decision making through the diversity of thought that this brings.
- Creating an inclusive workplace where all employees feel, and are, valued and respected.
- Acting in accordance with our purpose, values and behaviours and our Code of Conduct which emphasise the inclusive behaviour expected of all our people and those working on behalf of Capita.
- Working with suppliers who share our commitments to value diversity and promote an inclusive workplace which respects and observes the individual human rights of all your employees.
- Applying a diversity lens to our client relations and other stakeholder relationships to ensure that no person who we serve, or support feels discriminated.

- Providing safe environments for all our stakeholders to work and do business in.
- Addressing any instances of inappropriate or unacceptable behaviour such as harassment, bullying, discrimination and victimisation, encouraging our people to speak up about any concerns.

In line with our

- Human Rights Policy
- Health, Safety and Environmental Policy
- Code of Conduct, Speak Up Policy and Grievance Procedure

What you should expect from us

- We will treat you with dignity and respect, regardless of any personal characteristic, and in accordance to the law within the countries we operate in.
- We will support all our people and the people who work on our behalf to uphold the commitments we make in relation to diversity and inclusion.
- We will provide guidance, training and support to help our people deliver our diversity and inclusion commitments.

What we expect from you

- To treat everyone fairly, embracing differences and creating an inclusive working environment in your workplace and the wider communities in which you / we operate.
- To complete all training that applies to you.
- To speak up if you face a situation where you are not sure what to do, or if you have a concern that this policy is not being followed or that something is illegal, unethical or does not comply with our values, behaviours and our Code of Conduct.
- To speak up if you face a situation where you are not sure what to do, or if you have a concern.
- Our **Speak Up Policy** sets out the channels available to you to do so and no action will be taken against you if you report a genuine concern. Whether any concerns are proven or not.

How we achieve this across our business

- We will regularly review and update our employment approach and practices to maintain our focus on diversity and inclusion.
- We ensure the principles of this policy are reflected in our employment practices and standard terms and conditions of employment.
- We will improve our data and reporting of diversity so that we can identify where we need to invest and what roles and skills we need to reflect the diversity of our communities.
- On gender diversity, where we have the data, we are aiming for 40% women's representation on all senior management recruitment shortlists.
 - Additionally, we are facilitating career progression for women in our business through intracompany and cross company mentoring for high potential female leaders identified through the succession planning process.
- Members of our Executive Committee have committed to being active sponsors of specific diversity and wellbeing strands and employee networks.

How we achieve this at the Board

- The Board supported by the Nomination Committee will:
- Ensure new appointments are made on merit, taking account of the specific skills and experience, independence and knowledge needed to ensure a rounded Board, recognising the UK Government's sponsored recommendation for 33% women's representation on Boards by 2020.
- Take opportunities to increase the diversity of Board Members initially focusing on women's representation.
- Aim to ensure 40% women's representation on recruitment shortlists, in line with the business-wide approach, and where appropriate, extending this target to include candidates who may not have previous listed company experiences but who possess suitable skills and qualities.
- Monitor progress against the business-wide plans for diversity, inclusion and wellbeing including the internal talent pipeline for succession.
- Only engage executive search firms who have signed up to the voluntary Code of Conduct on gender diversity and best practice.
- We will report our progress on creating an inclusive workplace in our Annual Report, disclosing relevant diversity metrics and progress against stated objectives.



Will Serle
Chief people officer
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