

CAPITA

Corporate Responsibility

A summary of our performance and progress in 2015



Who we are

We are the UK's leading customer, business and professional support services organisation with a growing footprint in Northern Europe and internationally.

Capita creates and delivers smarter services in the growing customer and business process management (BPM) market, ensuring better outcomes for our clients, customers and citizens. We have created a sustainable business capable of delivering value to all our stakeholders.

▶ More information about our work can be found on our website, at: www.capita.com

About this report

This report summarises our Corporate Responsibility (CR) performance and progress in 2015. For more details about our CR activity, including case studies, please visit www.capita.com/responsibility

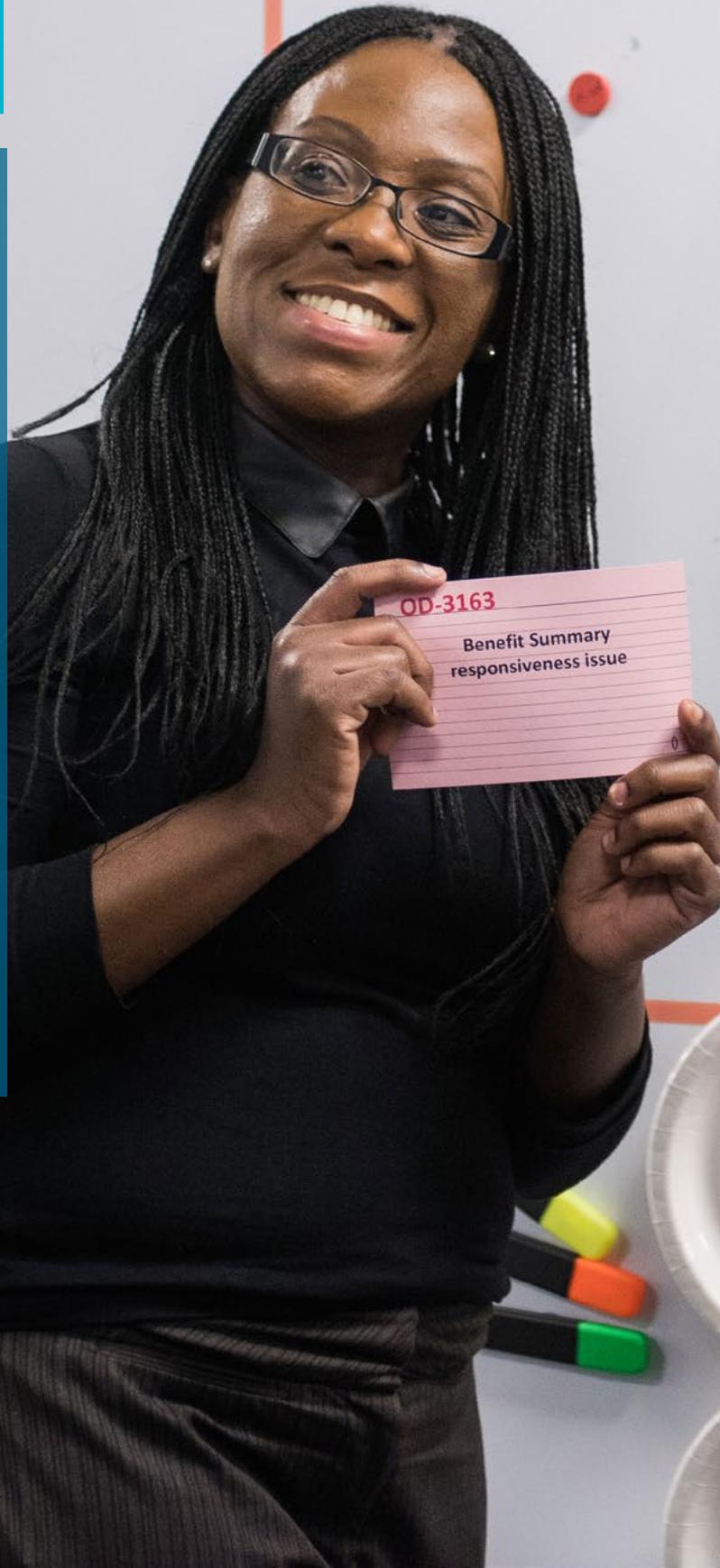
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Our CR strategy and approach

We believe that operating responsibly is fundamental to creating long-term value for all our stakeholders - our shareholders, employees, clients, their customers, suppliers and the communities in which we work. The strategy is delivered via our business model.

Our CR strategy focuses around four priority impact areas which have the greatest social and economic impact on our business, are of the most concern to our stakeholders and which have the potential to support our future business growth.

➤ *More details about our business model can be found in our 2015 Annual Report.*

Our four priority impact areas



Clients and communities
Driving and addressing local need through collaboration with clients and partners

➤ [more info](#)



Employees
Engaging and supporting our people

➤ [more info](#)



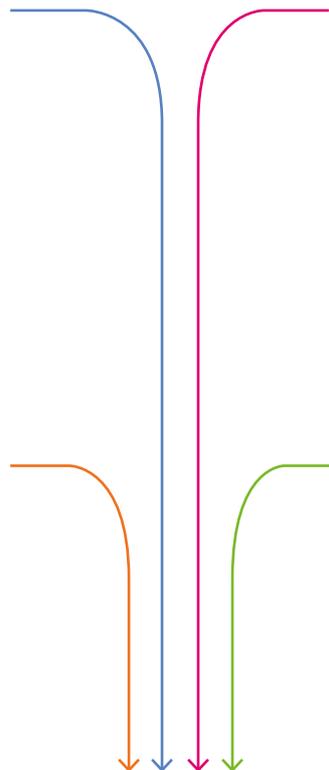
Suppliers
Building successful supplier relationships and a responsible supply chain

➤ [more info](#)



Environment
Running a resource efficient business and minimising our impacts

➤ [more info](#)

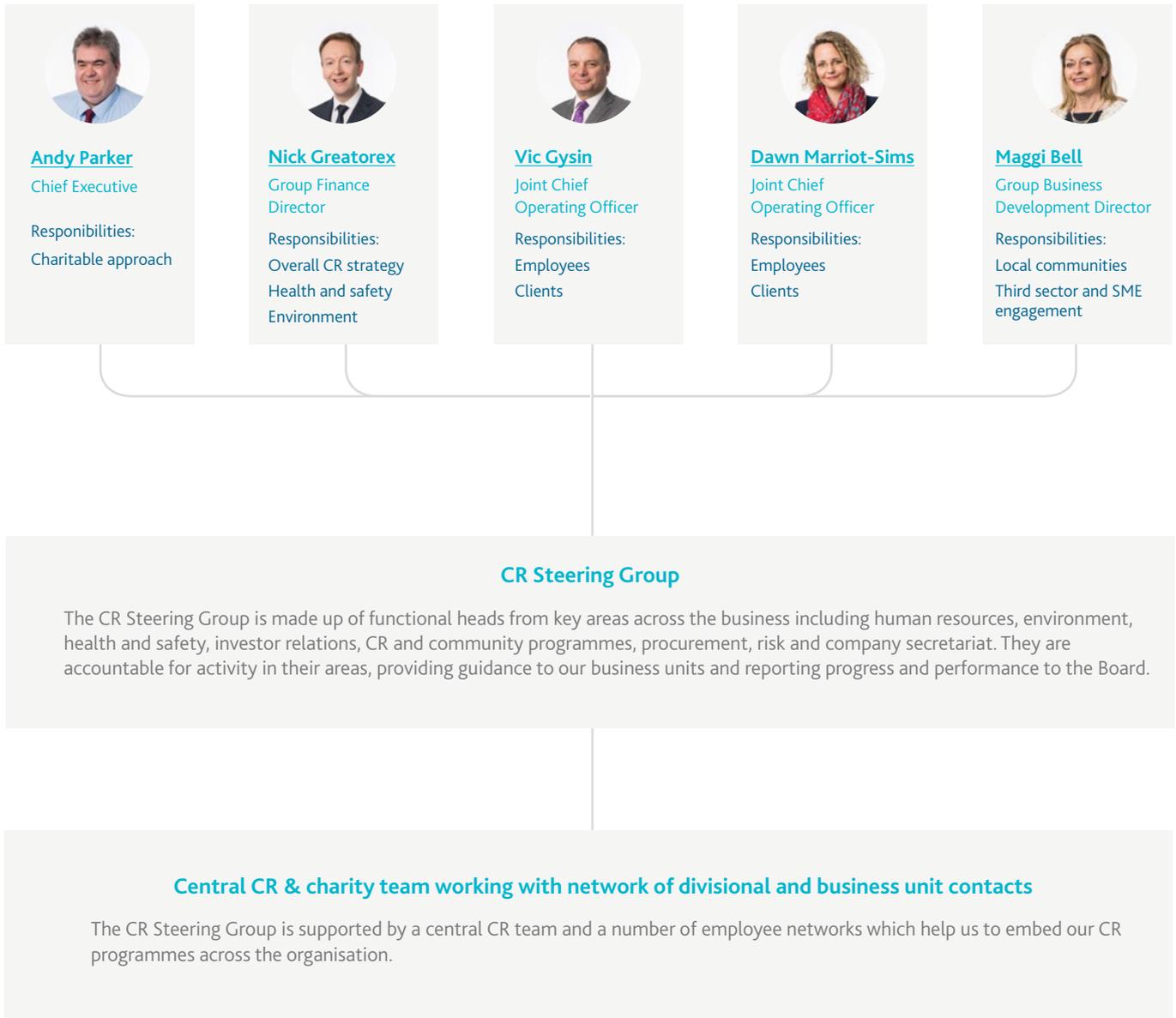


By focusing on these four areas we create value for our business through:

- delivering valuable services for our clients
- attracting, retaining and motivating the best people
- managing risks and reducing costs across our business
- encouraging innovation and identifying opportunities to grow and expand into new markets
- building our competitive advantage
- creating value for clients by helping them deliver their own corporate responsibility agenda
- maintaining and enhancing our reputation.

CR leadership and governance

Accountability for our CR programme sits with the Group Board. The Group Finance Director has overall responsibility for our CR strategy and each Executive Director is responsible for one or more priority areas. We have a CR Steering Group who are responsible for implementing the group's CR strategy. They meet quarterly to review and challenge our approach, impact areas, and risks and opportunities. In 2015, the steering group covered our approach to the Modern Slavery Act, our supply chain management, our new energy reduction programme and various employee engagement campaigns.



Stakeholder engagement

The CR Steering Group consults with both our internal and external stakeholders regularly including through our employee and client survey. This highlights areas where we need to improve, ensures we are addressing their needs and providing them with the information most relevant to them. We use their feedback to inform our CR priorities and programmes and to enhance our reporting.

Materiality

Using the feedback from our stakeholders on what matters most to them, and the areas that have the greatest impact on the success of our business, we have identified our four key priority areas. These areas are also aligned with how we manage and reduce risks across our operations. We want to continually drive improvement and have set a number of non-financial KPIs and measures around each priority impact area, reporting our progress annually. Although it is unlikely that our priority areas will change dramatically we will be conducting a formal review with our stakeholders in 2016.

Operating with integrity

Our corporate values, ethical code of conduct and group policies collectively set out how we do business, engage with clients, and manage our relationships with end customers, suppliers and third parties.

We have a number of overarching policies at Group level as well as procedures which are embedded in our business processes and ways of working. We have more detailed policies at a business level where there are specific needs and requirements.

Our policies are communicated in a number of ways including through our employee intranet, and apply to all our employees, wherever they are based. As the company extends its international footprint we continually review and adapt our policies to ensure their suitability and effectiveness and ensure that we comply with, or exceed, the legal and regulatory requirements of the countries in which we operate.

➤ *More information about our stakeholder engagement can be found on our website, at: www.capita.com/responsibility*

External recognition:



➤ [more info](#)



FTSE4Good

➤ [more info](#)



➤ [more info](#)



➤ [more info](#)



Engaging and supporting our people

Performance highlights:



98%

Senior managers retention rate

We ensure that we maintain stable leadership across the business to deliver our long-term growth strategy



81%

Overall employee retention rate in 2015

We aim to provide our employees with a workplace that is supportive and enjoyable, and ensures that we have the right skills to deliver for our clients



Capita's culture and values

Capita employs more than 75,000 people. Our employees are key to our success and we want to attract, develop and retain the very best people to deliver better outcomes for our clients.

Although Capita is a diverse business, we have a common set of values which are embedded right across the business. These values, and their associated behaviours, shape who we are as an organisation and underpin the success of our business. In 2015, we took the essence of our existing 10 values and distilled them into a set of four. Our updated values are: open, ingenious, collaborative and effective.

▶ *More information about our values can be found on our website, at: www.capita.com/about-us*



Welcoming transferring employees

Over 70% of our employees have transferred into Capita under TUPE (Transfer of Undertakings, Protection of Employment) regulations or through acquisition. Our track record of large scale staff and service transfers and transformation programmes means we have well refined processes to welcome staff, integrate operations and improve services. In 2015, we welcomed 8,500 employees into Capita, with new colleagues joining in the UK, Germany, Austria and Switzerland.

In 2015, we launched the 'Welcome to Capita' employee website, enhancing the induction experience for our new joiners. This website gives new employees an insight into the breadth of services that Capita delivers, our values and the opportunities available to them.

Diversity and inclusion

Having a diverse workforce provides us with a range of different skills and expertise. In turn, this means our employees are open to gaining insight into our clients' specific needs and helps improve our own market competitiveness. We also want our teams to reflect the communities in which we work and we aim to employ local people wherever possible.

Respecting human rights

We are committed to respecting the human rights of our employees and those within the communities in which we work, in the UK and internationally. We published our first [human rights policy](#) in 2014, which applies to all our operations. We support the principles set out in the articles of the United Nations' Universal Declaration of Human Rights, and the International Labour Organisations (ILO) Core Labour Principles.

With the introduction of the new UK Modern Slavery Act, in 2015 we developed a [new policy](#) detailing our approach and commitment to support the elimination of modern slavery.

Employee engagement

We know that increased employee engagement is good for productivity and employee retention. We engage with our employees in a number of ways, including through our intranet, email, videos and face-to-face conversations with managers.

We also invite our employees to complete our annual employee survey. The survey is structured around our values and helps us track our progress, benchmark performance, identify areas of good practice and highlight areas where we need to improve. In 2015, 52% of our employees responded to our employee survey, up from 48% in 2014, with 72% of respondents saying that they felt Capita was a 'good place to work'. The results identified us as a 'good employer' - with our employer of choice score 2.91 (4.00 being the maximum possible rating).

The results this year generally showed a positive increase, with scores improving for 34 of the 58 questions, showing improved staff perceptions. Some of the key improvements were linked to local manager communication, increased transparency in the reasons why decisions were being made and senior manager approachability.

The survey also highlighted areas where we need to work harder, including the way different businesses across Capita work together. This is something that we are looking to address, particularly given the pace in which the business is growing. We use the survey results to shape our strategy for the future.

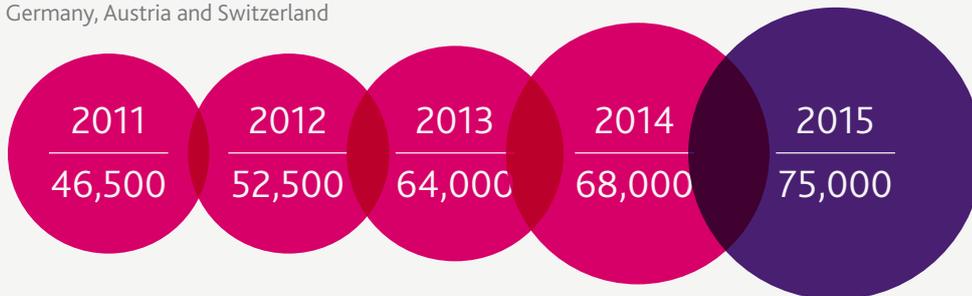
Reward and recognition

We want to retain the best talent across our business and recognise that rewarding our people for their individual performance and contribution to our success is key to this. We offer remuneration packages and local performance schemes that are competitive within their markets. Senior directors are eligible for an annual bonus subject to the financial performance of the business. We also offer our employees the opportunity to take part in our share ownership plan.

We have a company-wide employee recognition scheme, the Capita People Awards, which celebrates those employees who are excelling in one of five categories that reflect the behaviours which we consider key to the success of the business.

Our growing workforce

In 2015 we welcomed 8,500 new employees into Capita with new colleagues joining in the UK, Germany, Austria and Switzerland



Development and training

Our ability to deliver for our clients rests on ensuring that we have the right people, with the right skills in the right places. We want our people to grow and develop their careers within Capita and offer training in a number of different formats including classroom training, on the job, online training, coaching and group instruction. We also have an [apprenticeship programme](#) where employees can achieve a vocational qualification. We have grown our 'Lead the Way' [graduate programme](#), with 48 employees starting in 2015. By investing in our people we contribute to both their development and our overall performance as a business.

➤ All our policies can be found on our website, at: <http://www.capita.com/responsibility/strategy/policies-and-principles/>

Developing future leaders

With support from our performance management system we are able to identify talented employees who have the potential to be one of our future leaders. In 2015 there was an increased focus on developing our internal talent, including actively reassigning managers to different areas of the business so they can share their skills and innovation. In addition, closely aligned to our four values, we have defined and communicated a clear set of Capita leadership standards across the Group. We have detailed succession plans in place to ensure we maintain stable leadership. In 2015, our retention rate for senior business managers across the Group increased to 98% (2014: 97%).

Managing health and safety

The health, safety and wellbeing of our employees is of paramount importance across all our operations worldwide. We have an established Group-wide health and safety management system and our Group health and safety team work with managers to identify hazards and assess risks in each particular site, implementing tailored procedures where needed. This includes assessing any new contracts and acquisitions.

We continue to monitor our health and safety performance and in 2015 our accident rate was 1.48 per 1,000 employees (2014: 1.49), showing a 35% reduction in reportable accidents from our baseline in 2004.

As most of our employees are office-based our main focus is on slips, trips and falls and workstation assessments. Where some of the incidences occur in some of our slightly higher risk businesses, for example, where we have lone, mobile workers, we will look to introduce additional measures and training to try to reduce the incidence rate in this business and ensure our employees are safe at work.

Collaborative working

We have a straightforward, flat management structure, promoting knowledge sharing and encouraging entrepreneurship. We are constantly looking for opportunities where we can work collaboratively, bringing learning and expertise from a variety of disciplines together to generate new and innovative ideas. We have developed a number of internal tools to encourage collaboration across the Group.

Investment in training

We invested £19m in training across the Group, up from £17m in 2014





Investing in clients and communities

Performance highlights:



£2.3m

Total community investment in 2015

We measure the impact of our community programmes, taking account of money donated, in kind donations and time given through our employee volunteering programme



£388k

Total corporate donations in 2015

We donated money to good causes through support for our charity partner, our matched funding scheme, other community initiatives and disaster appeals



Community investment

As a responsible business we are committed to making a positive impact in the communities where we work and deliver services for our clients. We do this in a number of ways - as a major employer we contribute to the wider economy, creating new jobs and using local suppliers. We also create tangible benefits for the local community through our client work, supporting clients to transform and improve their services, delivering cost savings and commercialising assets for the public sector allowing reinvestment in frontline public services

We aim to go beyond our contractual obligations to help improve the social and economic development of our local communities. We have a number of programmes at both a Group and business level and align our support to focus on tackling the key issues in the markets that we operate in.

We build long-term relationships with charities, SMEs and voluntary organisations that work in these areas, supporting them through our community programmes as well as providing pro bono advice and mentoring to help build capacity and long-term sustainability.

Our programmes

In 2015 much of our activity was focussed around improving skills and employability of young people. We will review our focus for 2016 to ensure our initiatives are aligned with our business objectives. In addition, we will look at our community programmes across our new businesses outside of the UK, introducing new programmes to address local needs.

We encourage our employees to support our programmes and volunteer in their local communities, using their skills and experience to make a meaningful difference. We recognise volunteering also brings business benefits, developing skills and improving morale and retention rates. In 2016, we will be refreshing our volunteering scheme, mapping our activities more closely to the core skills we want our employees to develop to help them achieve their full potential.

Client partnerships

We work collaboratively with our clients, suppliers and local businesses on our programmes to help maximise our impact in the community. Through building these relationships this can also help inform our client work and how we deliver our services to citizens. For example, where we're moving services online we work with community partners to improve the digital skills of the local community and ensure the services are accessible to all.

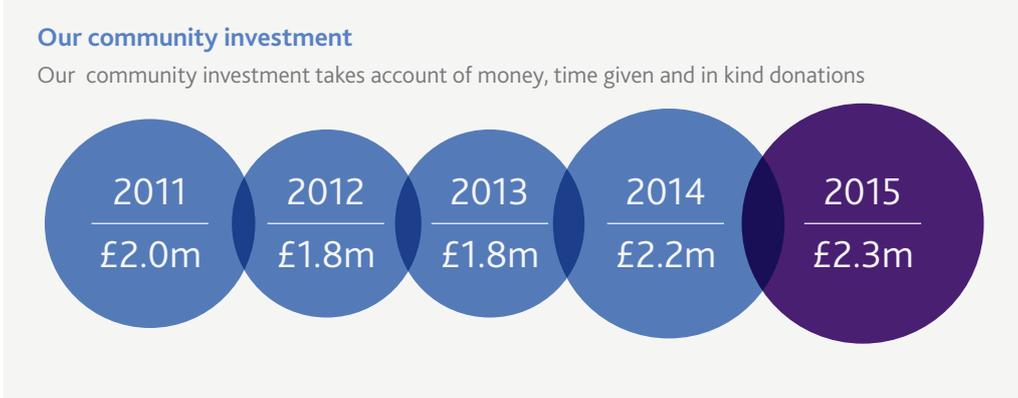
Charitable support

We have a corporate charity partnership, chosen by our employees. Since July 2014, we have been supporting [The Prince's Trust](#) who work to support disadvantaged young people, including those in care. We leverage our employees' skills and share our expertise to help The Trust give young people the opportunity to develop life-long skills to equip them for the future. In 2015, we provided pro bono consultancy support as well as working with one of our clients to provide support on one of The Trust's development programmes. Our employees also fundraise for the charity and have raised over £500k since the partnership began.

Measuring our impact

We track and measure the value and impact of our community investment activities using London Benchmarking Methodology. This allows us to understand and evaluate both the business benefits and the social impacts of our activities and ensure we are achieving our aims. We estimate that in 2015, our total community investment was £2.3m, an increase on last year, based on data collected from approximately 45% of the business. We continue to work hard to increase our visibility of activity across the business to improve our data collection.

More information about our community programme can be found on our website, at: <http://www.capita.com/responsibility/communities-and-clients/>





Building successful supplier relationships

Performance highlights:



100%

Strategic suppliers audited in 2015

We manage our supply chain responsibly, auditing our strategic suppliers to ensure that they meet the highest ethical standards and comply with our responsible sourcing policy.



76%

SMEs included in our supplier base in 2015

We aim to work with a diverse range of suppliers, actively encouraging SMEs, voluntary organisations and social enterprises to be part of our supply chain



Managing our supply chain

With a diverse supply chain of some 39,000 organisations and spend of around £1.78bn a year, we recognise that good procurement practices have a direct influence on our business and we need to ensure that we work with suppliers who meet the highest ethical standards and comply with our responsible sourcing policy. We are able to use our scale to not only procure goods and services cost-effectively and share these benefits with our clients, but also to influence the social and environmental performance of our suppliers.

We aim to work with a diverse range of suppliers, and we actively encourage SMEs, voluntary and community organisations and social enterprises to be part of our supply chain. Where possible we support the communities in which we work by using local suppliers. In 2015, we conducted a review of procurement across the Group to ensure that we improve our sourcing capability and maximise the return on expenditure.

Our strategic suppliers

Our key suppliers are managed by our central procurement team. We also have divisional procurement teams who provide support and management of procurement activity at a local level, and make sure that our procurement strategies and policies are implemented. This model allows us to develop our strategic supplier relationships, manage growth in the supply chain, embed diversity in our supply chain and ensure we are procuring with the right suppliers.

We use an external online performance assessment tool and benchmarking platform to help us manage our strategic suppliers, suppliers with a material supply chain risk based on what they supply and where in the world they operate or those with whom we spend over £1m. This is to assess their environmental performance, labour practices, (including human rights), and fair business practices. A new section on compliance with the Modern Slavery Act will be introduced in 2016.

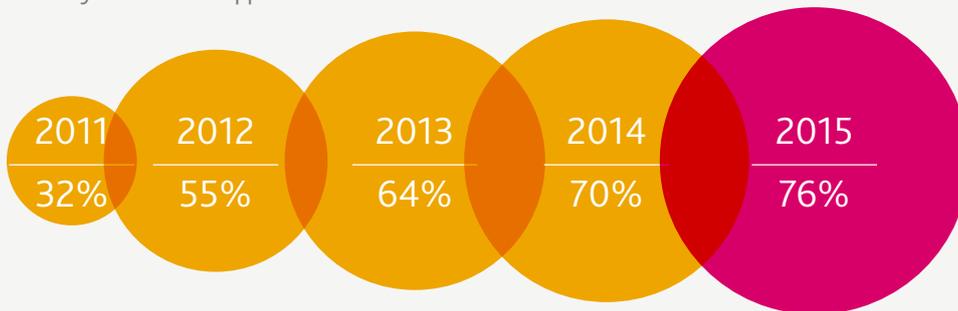
Using this tool and managing our supply chain effectively allows us to further identify any risks across our procurement process and take action to mitigate these risks. Where we have acquired a new business our procurement team undertake a risk assessment of the business's suppliers as part of the due diligence process before they migrate to our supply chain.

In 2016, we audited all our strategic suppliers, and as a result are currently working with three of them to ensure that they improve their performance and meet the standards we expect.

 Our responsible sourcing policy can be found on our website, at: <http://www.capita.com/responsibility/strategy/policies-and-principles/>

SMEs in our supply chain

Currently 76% of our supplier base are SMEs.





Running a resource-efficient business

Performance highlights:



11%

Total carbon emissions reduction in 2015

We work hard to minimise our environmental impacts, reducing energy used in our offices and our business travel through our smarter working initiative



21.4%

Carbon intensity reduction in 2015

We exceeded our target of reducing our carbon intensity by 4.5% a year, to ensure that as the business grows we are becoming more energy and carbon efficient

Managing our environmental impacts

Good environmental management is important to us and we are committed to playing our part in tackling climate change and resource scarcity. We know it's important to our clients and it can help us achieve long-term cost savings. We take a proactive approach to managing and minimising our impacts on the environment, both direct and indirect. By doing this we also manage risk to our operations, including having business continuity plans in place, for example, to mitigate if there are issues which prevent our employees getting to work.

We're largely an office-based business. Our main impacts come from carbon emissions generated from energy use at our sites and through business travel, so we concentrate our efforts on reducing our emissions. We also look to manage our resource use and waste management where possible.

We have an environmental policy outlining our approach, and our environmental management system is based on ISO 14001. A number of our businesses in the UK and internationally, most notably our property and infrastructure business and customer management operations, have gained external accreditation where it is appropriate. At the end of 2015, approximately 22% of our employees were based at ISO 14001 accredited sites.

We engage our people to raise awareness of our impacts and in 2015 we held a 'Green Week' campaign highlighting areas where they could take action, focusing specifically on reducing business travel. We also work with our suppliers to help reduce carbon footprint across our supply chain.

Our carbon footprint

We've reported our carbon footprint since 2004 and in 2015, our carbon emissions were 124,329 tonnes CO₂eq (scopes 1, 2 and 3)¹ representing a year-on-year decrease of 11% (2014: 139,672).

In 2010, we set ourselves a target to reduce our carbon intensity (scopes 1 and 2) by 4.5% a year. In 2015, although our carbon emissions for scopes 1 and 2 increased to 88,280 (2014: 84,103) due to the increase in the growth of our international operations, our carbon intensity actually decreased to 15.1 from 19.2.

More information about the breakdown of our carbon emissions can be found on our website, at: www.capita.com/responsibility

Carbon intensity (tonnes CO₂eq/£m) for Scopes 1 and 2²



1. Scopes 1,2 and 3 includes actual and estimated energy use and business travel
2. Scopes 1 and 2 includes actual and estimated energy use

Energy usage

Reducing energy use in our offices is a key priority. With the introduction of the Energy Savings Opportunity Scheme (ESOS) at the end of 2015, our environment team have reviewed our reporting processes and data capture to ensure that we meet our obligations ahead of our first energy audit in 2016. We have set ourselves a new target for 2016 to reduce carbon usage by 10% at all of the sites that are within the scope of the CRC Energy Efficiency Scheme. Our environment team have created toolkits and will be delivering training to our facilities managers in order to help them implement measures to achieve these savings. The ESOS audit will also help to identify further energy saving opportunities.

Business travel

We have green travel plans at a number of our sites and actively encourage the use of video and teleconferencing. In 2015, we launched our 'smarter working' initiative, encouraging our employees to reduce business travel by promoting video and teleconferencing as alternative solutions. Over the initial two-month period we reduced our business travel by 45%, reducing our carbon emissions and making costs savings of £555k. We continued to see a reduction in travel during the rest of the year.

Client services

In addition to minimising our own impacts our property and infrastructure business has been working with clients to help manage their environmental impacts. This has included developing and delivering practical energy solutions resulting in better and more energy-efficient buildings and providing consultancy on flood risk and water management.

Waste management and resource use

We do not have a formal company-wide waste management system in place due to the diverse nature of the sites where our employees are based. However we do strive to use our resources efficiently and avoid generating waste.

We set ourselves a target to recycle 80% of our waste at our 20 largest waste producing sites by 2015 and at the end of the year we had recycled an average of 81% at these sites. We actively encourage recycling and have a number of schemes for paper, consumables such as printer cartridges, mobile phones and redundant IT equipment.

Although our water usage across our sites is not significant, we endeavour to conserve this resource. Where we have direct control over a site, we have made efforts to reduce our water usage.

Reporting framework



Engaging and supporting our people

Commitments

We will:

- ▶ Ensure we have the right leadership and skills to deliver the company's long term growth strategy
- ▶ Ensure we have a motivated and engaged workforce and increase retention rates
- ▶ Grow and develop our talent to ensure we have a diverse and inclusive workplace
- ▶ Ensure our employees maintain the highest standards of ethical conduct
- ▶ Ensure that we have a trained workforce and business infrastructure to meet the needs of our clients
- ▶ Improve the health and wellbeing of our employees.

| Targets | 2015 performance | 2014 performance | 2013 performance |
|--|-------------------|--|--|
| Retention and engagement | | | |
| KPI Maintain retention rate for senior managers (Divisional Directors and senior management teams). | 98% | 97% | 98% |
| KPI Maintain overall employee retention rate at or above industry average ¹ . | 81% | 78% | 82% |
| Achieve an annual score of 2.5 or more in our employee engagement survey. | 2.91 | 2.94 | – |
| Increase participation in our employee survey to 60% by 2018. | 52% | 48% | 46% |
| Ensure that we have 43% 'ready now' successors for Divisional Directors direct report roles by end 2016. | new target | Appointed new group director of talent and resourcing to help formalise our approach to identifying talent, establish development plans and support succession planning. | Succession plans are developed locally for the leadership teams of each business. Focus on ensuring our businesses are consistent in their approach. |

1. CIPD 2014 (86.4%)

| Targets | 2015 performance | 2014 performance | 2013 performance |
|---------|------------------|------------------|------------------|
|---------|------------------|------------------|------------------|

Reporting and processes

| | | | |
|---|----------------|----------------|----------------|
| Report accident frequency rate for employees. Achieve a 10% reduction in accident frequency rate year on year from 2015 baseline. | 1.48 per 1,000 | 1.49 per 1,000 | 1.42 per 1,000 |
| Maintain sickness absence rate at or below 3%. | 3% | 2.60% | 2.24% |

Training and development

| | | | |
|--|---|--|--|
| Retain 98% of graduates after their 2 year training period until 5 year tenure. | 90% graduates from first cohort retained. | – | – |
| Increase annual learning and development spend per employee. | £253 per employee. | £250 per employee. | £218 per employee. |
| Encourage internal mobility across the Group. New measure to be baselined in 2016 and target set from there. | new target | – | – |
| Continue to support around 1,000 apprentices per year across the Group. | 889 learners started on the programme. | 1,035 learners started on the programme. | 1,057 learners started on the programme. |

Employee diversity

| | | | |
|---|---------------------|---------------------|---------------------|
| Continue to report on gender diversity of our workforce. | 55% male/45% female | 51% male/49% female | 51% male/49% female |
| Continue to report on gender diversity of our workforce at senior management level (Divisional Directors and senior management teams). | 80% male/20% female | 80% male/20% female | 86% male/14% female |
| Continue to report on gender diversity at Board level. | 70% male/30% female | 56% male/44% female | 67% male/33% female |
| Continue to report on % of employee from ethnic minority groups ¹ . | 22% | 23% | 22% |
| Continue to support our diverse workforce, providing our employees with the right tools to enable them to work more flexibly. Report % of employees working part time out of total workforce. | 18% | 16% | 15% |

Reporting framework



Clients and communities

Commitments

We will:

- ▶ Achieve and maintain a positive impact in the communities in which we work and invest in them through our community programmes
- ▶ Continue to create social and economic impact through our community programmes
- ▶ Increase employee engagement with our community initiatives by encouraging employees to use their skills to volunteer through our scheme
- ▶ Establish and maintain good levels of client engagement.

| Targets | 2015 performance | 2014 performance | 2013 performance |
|---|--|---|---|
| KPI Continue to grow our community investment annually (measured using London Benchmarking Methodology). | £2.3m | £2.2m | £1.8m |
| Continue to implement programmes which support our focus areas. In 2016, we'll introduce robust measures to assess the effectiveness of our programmes. | Implemented a number of employability programmes and continued to support The Prince's Trust, through employee volunteering and fundraising. | Rolled out new programmes across our focus areas in addition to building on existing initiatives. Launched new charity partnership with The Prince's Trust. | Implemented several employability programmes and two projects to support offender rehabilitation. |
| Increase % of employees volunteering year on year with aim for 10% of employees volunteering by 2018. | new target | – | – |
| Track and improve client satisfaction year on year for our key clients across the business. | 64% of our key clients were either very satisfied or satisfied with Capita. | 73% of our key clients were either very satisfied or satisfied with Capita. | 71% of our key clients were either very satisfied or satisfied with Capita. |

Building successful suppliers relationships

Commitments

We will:

- ▶ Pro-actively manage our supply chain in a responsible way, by mitigating against any risks and working with suppliers to ensure they meet our standards
- ▶ Encourage supplier diversity ensuring that all suppliers have fair opportunities to work with us via compliance of Group procurement policy and guidelines.

| Targets | 2015 performance | 2014 performance | 2013 performance |
|--|------------------|------------------|------------------|
| KPI Annually audit all strategic suppliers using Ecovadis / external auditing tool. Develop corrective action plans with those suppliers identified as not meeting our standards. | 100% | 100% | 100% |
| Maintain our supplier diversity with over 65% of SMEs in our supplier base and ensure client SMEs targets are met. | 76% | 70% | 64% |

1. Based on those employees who disclosed their ethnic origin in our annual employee survey

Reporting framework



Running a resource efficient business

Commitments

We will:

- ▶ Aim to reduce our absolute carbon emissions (scopes 1, 2, and 3)
- ▶ Reduce our carbon intensity by becoming more energy and carbon efficient
- ▶ Reduce our business travel through our smarter working initiative encouraging the use of alternative methods of communication, including the promotion of conference calls
- ▶ Reduce our resource use and waste across our sites, increasing recycling
- ▶ Maintain robust environmental management systems
- ▶ Engage our employees to support our environmental initiatives.

| Targets | 2015 performance | 2014 performance | 2013 performance |
|--|--|--|--|
| KPI Reduce total carbon emissions year on year against our 2007 baseline. | 124,329 (tonnes CO ₂ eq) | 139,672 (tonnes CO ₂ eq) | 110,341 (tonnes CO ₂ eq) |
| Report on our carbon intensity (tonnes CO ₂ eq/ £m) Scopes 1 and 2. | 15.1 (tonnes CO ₂ /£m) | 19.2 (tonnes CO ₂ /£m) | 28.7 (tonnes CO ₂ /£m) |
| Reduce our carbon intensity for Scopes 1 and 2 by 4.5% a year (CO ₂ /£m). | Carbon intensity decreased by 21.4% | Carbon intensity decreased by 15.4% | Carbon intensity decreased by 2.5% |
| Reduce our energy consumption (Kwhrs) by 10% energy for 2016 compared with 2015. The target is for energy (electricity and gas) that Capita directly procures but does not include landlord procured energy charged back to Capita through property service charges. | new target | – | – |
| Increase the number of conference calls by 20% year-on-year. | 15% increase. | 20% increase. | 25% increase. |
| Continue to recycle at least 80% of our waste across our largest 20 sites annually. | 82% | 66% | 43% |
| Increase the proportion of the business by headcount covered by ISO 14001 and OHSAS 18001 annually. | 22% | 20% | 11% |
| Score 90% or above in our employee survey for those employees who agree we are an environmentally responsible business. | new target | – | – |

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CAPITA

Formed in 1984,
Capita employs 75,000 people,
interacting with 45 million people annually.