



Diversity and Inclusion Policy

At Capita, we are committed to creating an environment where diversity is valued, respected and included; where we benefit from all colleagues sharing their different perspectives and bringing their whole selves to work. In this way, each person can do their part to create better outcomes.

Capita is 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 drive greater effectiveness in decision-making through diversity of thought. It's also the right thing to do.
- Creating an inclusive and welcoming work environment free of harassment and bullying, where everyone can achieve their potential and 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 behaviours 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 that respects and observes the individual human rights of all employees
- Applying this approach to our client relations and other stakeholder relationships to ensure that no person who we serve or support feels discriminated against
- 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, and encouraging everyone to Speak Up about any concerns. Incorporating Capita's zero tolerance commitment to all forms of discrimination and abuse to policies and processes, including:
 - Anti-Racism, Discrimination, Bullying and Harassment Policy
 - Human Rights Policy
 - Health, Safety and Environmental Policy
 - Code of Conduct, Speak Up Policy and Grievance Procedure

What you should expect from us

- Capita will treat you with dignity and respect, regardless of any personal characteristic, and in accordance to the law within the countries we operate in

- Capita 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
- Capita will provide guidance, training and support to help our people deliver our diversity and inclusion commitments.

What Capita expects 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, if you have a concern that this policy or any related policy is not being followed or that something is illegal, unethical or does not comply with our values, behaviours and our Code of Conduct.
- Our **Speak Up Policy** sets out the fully anonymous channels available to anyone, whether you are a Capita employee or not, to raise any concerns. No action will be taken against you if you report a genuine concern, whether any concerns are proven or not.

How Capita will achieve this across our business

- Regularly review and update our employment approach and practices to maintain our focus on diversity and inclusion
- Ensure the principles of this policy are reflected in our employment practices and standard terms and conditions of employment
- Continually improve our data and anonymised 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
- Utilise increased data to highlight areas where we need to improve and put in place improvement plans to ensure we achieve our stated objectives for Diversity and Inclusion. More information can be found in our Annual Responsible Business Report
- On gender diversity, where we have the data, we are aiming for at least 60% 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. Operate with a zero tolerance approach to all forms of abuse, racism, discrimination, harassment and bullying with a clear procedure to follow for any reported acts or behaviour
- Ensure Capita has a workforce that reflects the communities we serve, with fair representation across all levels of the business, with set targets in place
- Educate all colleagues and raise awareness of discrimination in the workplace through our mandatory Diversity & Inclusion training and supporting modules such as our Anti-Racism training
- Continue to work with our Employee Network Groups to create safe, collaborative spaces for colleagues to connect with others who share their lived experience, with these groups being open to all colleagues for awareness and learning
- Members of our Executive Committee will continue to be 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
- Aim to ensure 60% 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.
- Report our progress on creating an inclusive workplace in our Annual Report, and Responsible Business Report, disclosing relevant diversity metrics and progress against stated objectives.



Will Serle
Chief people officer
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