

# Creating a more inclusive workplace

## Capita's Gender, Ethnicity and Disability Pay Gap Report | 2025





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# A message from Scott Hill, Chief People Officer



At Capita, our commitment to diversity, equity and inclusion remains central to who we are and how we operate.

We continue to build a workplace where everyone feels respected, empowered, and able to thrive, because we know that inclusion drives innovation, performance, and long-term success. Over the past year, we've made meaningful progress.

We refreshed and published our Responsible Business Strategy, reinforcing our focus on creating positive impact across our business and communities. We developed and launched new values as a part of our journey to rally and reset our culture. We were proud to be recognised by Forbes as one of the top companies for women for the third consecutive year, and to maintain our Disability Confident Leader accreditation, affirming our commitment to accessibility and opportunity for all.

We also earned the Gold tidemark in the Onvero, former Employers Network for Equality and Inclusion's benchmark (TIDE), a testament to the strength of our inclusion practices. Our continued commitment to flexible working supports our people in balancing their professional and personal lives.

We have made real progress in closing our gender pay gap, improving our median pay gap from 25.3% to 14.2% and our mean from 26.8% to 18.3%, since we began reporting. We continue to voluntarily disclose our ethnicity pay gap and for the first time this year we are disclosing disability pay gap, to increase transparency and drive accountability in creating an inclusive workplace where everyone is rewarded fairly.

As Chief People Officer of Capita plc, I'm proud to lead our responsible business agenda and champion the growth of diversity, equity and inclusion across our global operations. We know that meaningful change takes time, and we remain committed to doing the work, year after year, to ensure every colleague feels they belong.

Our journey towards being a truly inclusive and diverse employer and workplace has seen good progress, but we acknowledge that there is still more work to be done. We remain dedicated to achieving our goals and continuing to make strides in this important area.

*"Our median gender pay gap has improved from 25.3% to 14.2% and mean from 26.8% to 18.3% since we began reporting."*



Chief People Officer

# Our New Values

In 2025, Capita advanced its transformation by embedding culture as a strategic driver, aligning people, performance, and purpose to deliver sustainable outcomes.

The Culture Programme, now a core pillar of our High Performing Organisation strategy, has evolved into a multi-stream initiative reshaping leadership, recognition, and behaviours across the Group. Our refreshed values and Employee Playbook, serve as guiding principles that shape culture and steer strategic direction. These values now underpin performance management, leadership behaviours, and recognition frameworks:

- **Customer first, always:** We prioritise our customers in everything we do, working hard to exceed their expectations with exceptional service.
- **Fearless innovation:** We love bold ideas and adopt the best solutions to continuously improve, working at pace to serve our customers and communities better.
- **Achieve together:** We believe in the power of collaboration and being open, working together, holding each other to account to reach our shared goals.
- **Everyone is valued:** We create a welcoming and inclusive environment where everyone feels valued and empowered to succeed.

*"Our values are the cornerstone of everything we do—they were co-created by our colleagues, shaped by diverse voices from across our organisation. This shared foundation not only binds us together but ensures that every decision we make is rooted in fairness and respect. By living these values every day, we foster equity, empower individuals, and create a business where everyone can truly thrive."*

**Lisa Pinfield**

Group People Director – Performance & Development



**Customer**  
first, always



**Fearless**  
**innovation**



**Achieve**  
together



**Everyone is**  
**valued**

# Our Responsible Business Strategy 2024 - 2026

*"Our Responsible Business strategy is guided by our company purpose - to create better outcomes for all our stakeholders and is structured around one cross-cutting theme and four key pillars. At the heart of this strategy are our people. We are deeply committed to fostering a workplace that is healthy, safe, diverse, and inclusive, ensuring that every colleague feels valued and empowered."*

**Kasia Gulyk Rutkowska**

**Group Senior Head of Responsible Business**



\* Our alignment to United Nations Sustainability Development Goals

# Our Action Plan

## Recruitment, Retention, and Progression

The actions we are taking to tackle the gender, ethnicity and disability pay gaps fall into these three areas:



Progress against our targets and key diversity metrics are reported to our CEO, Executive Team, and Responsible Business Committee.

# Recruitment

Increasing the proportion of diverse hires.

 <p><b>Licence to Hire</b> inclusive recruitment training reducing bias in recruitment.</p>	<p><b>Moving Ahead members</b>, a global campaign to increase women senior representation.</p>	<p><b>Inclusive Hiring Guide</b> for all managers.</p> 
 <p>Voluntarily sharing our <b>ethnicity and disability pay gap data</b>.</p>	<p><b>Internal First policy</b> - vacancies advertised internally initially to focus on internal growth.</p>	<p>Business in the Community <b>Race at Work Charter</b> signatories.</p> 
 <p>A <b>flexible hybrid</b> working model and <b>virtual first</b> meetings approach.</p>	<p><b>Employee Network Groups</b> – supporting diverse talent.</p>	<p><b>Women in Defence Charter</b> signatories.</p> 
 <p>Advertising vacancies on <b>Vercida</b> to reach ethnically diverse candidates.</p>	<p><b>Disability Confident Leader Scheme</b> maintained.</p>	<p><b>Reasonable Adjustments</b> embedded throughout the hiring process.</p> 









Unbiased decision-making

Enhanced policies

Inclusive partnerships

# Retention

Retaining female, ethnically diverse talent and individuals with disability at all levels of our business.







 <p><b>A flexible hybrid</b> working model and <b>virtual first</b> meetings approach.</p>	<p><b>Parental Leave rights</b> from day one of employment.</p>	<p><b>Paid time off</b> for fertility appointments.</p> 
 <p><b>Our Culture Programme</b> New Values &amp; Leadership Playbook.</p>	<p><b>Career Path Framework</b>-market-informed pay ranges, clear principles, and transparent guidelines.</p>	<p>Support and time off for colleagues with <b>caring responsibilities</b>.</p> 
 <p><b>Two weeks paid leave</b> for pregnancy loss at any stage.</p>	<p><b>Global events</b> International Women's Day, Pride, Black History Month and Awards .</p>	<p><b>Celebrate!</b> New platform to reward and celebrate our colleagues.</p> 
 <p><b>Moving Ahead</b> Mentoring programmes.</p>	<p><b>Employee Assistance Programme</b> providing support, resources and counselling.</p>	<p><b>Menopause policy</b> and Menopause Café events.</p> 

Inclusive policies
Support to grow
Evolving culture & values implementation



# Progression

Supporting colleagues to grow.

	Improving <b>our data quality</b> and using data insights to track our progress.	<b>Career Path Framework</b> - supports colleagues in creating individualised development journeys aligned to a career trajectory.	<b>Be Brilliant, Be You &amp; This is Me</b> campaigns to raise data declaration levels.	
	Our voluntary <b>attrition reduction</b> - at the end 2024 had reduced to 21.7%.	Continue to evolve our <b>apprenticeship offering</b> , including AI, data and leadership development.		
Comprehensive succession planning and redefined high-potential development.				
	<b>Employee Survey</b> results analysed in collaboration with our Employee Network Groups to develop action plans and corrective interventions.	<b>Performance and Salary Review Tool</b> used to drive robust checks for fairness, bias and equity.		
Underpinned by data				
Support to progress				
Embedded fairness and equity lens				



# UK Gender Pay Gap

*"At Capita, we are proud of the strides we've made in reducing the gender pay gap, but we know there is more to do. Transparency matters, and these figures remind us why representation at senior levels is critical. Through mentoring, targeted recruitment, and leadership initiatives, we are committed to creating an environment where talent thrives regardless of gender. Closing the gap isn't just a metric, it's about fairness, opportunity, and building a truly inclusive organisation."*

**Melissa Libberton-Turner**

Head of DC Solutions - Capita Pension Solutions  
Chair of Gender Equality Network

# The difference between the gender pay gap and equal pay

'Equal Pay' is a man and woman being paid the same for doing the same job, or a job of equal value, unless there is a genuine material factor for the difference. The requirement for equal pay for equal work has been enshrined in UK law since the Equal Pay Act of 1970.

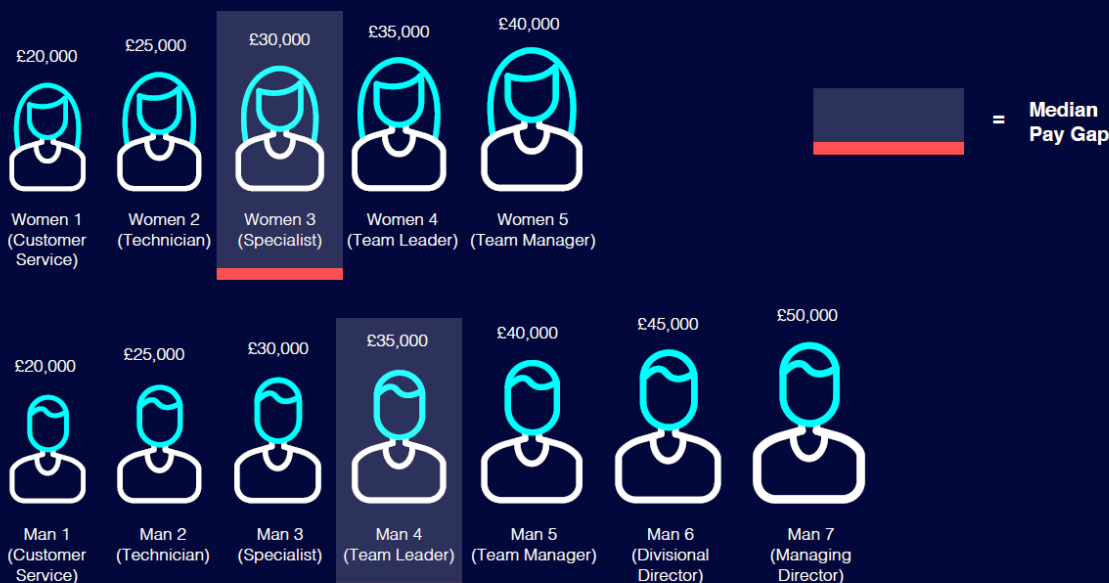
'The Gender Pay Gap' is the description given to the difference in pay of all men and all women across an organisation regardless of role or seniority. This is reported in a mean and median basis. This difference in pay between men and women can be influenced by many factors, such as the number of women and men at different levels within a company.

## Median

The median is calculated by lining up everyone of each gender in order of how much they are paid. The median is the amount paid to the person in the middle of each line. The median gap is the difference between these two numbers, expressed as a percentage. This calculation is done for pay and for bonuses.

## Mean

The mean is the average hourly pay across each gender and is worked out by adding together the hourly rates of pay for each gender and dividing the total by the number of people of that gender. The mean gap is the difference between the two numbers, expressed as a percentage.



# Our 2025 gender pay gap - key insights

These tables show our overall median and mean gender pay gap, gender representation in our pay quartiles together with the bonus gap based on hourly rates of pay, as at the snapshot date of **5 April 2025** and bonuses paid in the year to **April 2025**.

## Gender Pay Gap



Median 2024	14.91%	2025	14.20%	-0.71%	↓
Mean 2024	18.40%	2025	18.30%	-0.10%	↓

Pay quartile	Male %	Female %
Upper quartile	65.60	34.40
Upper middle quartile	45.70	54.30
Lower middle quartile	48.60	51.40
Lower quartile	41.50	58.50

## Gender Bonus Gap



Median 2024	15.00%	2025	64.00%
Mean 2024	42.70%	2025	60.30%

The proportion of male and females receiving a bonus payment	Male %	Female %
	23.60	35.40

# Our gender pay gap

We have eight legal entities that meet the reporting criteria of the UK Government's Equality Act 2010, and one entity in the Republic of Ireland which we report on in accordance with The Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022.

Additionally, we provide information on our pay gap covering our entire UK business. Results from each of our legal entities, as well as our results for the Republic of Ireland, can be found at the back of this report. We also report our UK data on the UK Government website.

A key factor driving our pay gap at Capita is distribution of men and women in the organisation. Our volume roles are at our lower quartile and are female dominated.

Overall, there has been good progress in reducing our gender pay gap since we began reporting in 2017 - improving our median pay gap from 25.3% to 14.2% and our mean from 26.8% to 18.3%,

The 2025 figures show slight improvement compared to last year, resulting in a median of 14.20% (down from 14.91%) and a mean of 18.30% (down from 18.40%). Our upper quartile pay gap decreased significantly compared to last year, resulting in a median of 3.70%, and mean 4.30%.

The bonus pay gap has widened considerably this year, largely due to a payment made under the annual management bonus plan, which was not paid the previous year and an increased number of smaller bonus awards to female employees. Additionally, the fact that 30% of women work part-time compared to just 7% of men has a direct impact on bonus calculations. Notably, a higher proportion of women (35.4%) received a bonus than men (23.6%).

Our focus is to continue to attract female senior talent and most importantly, on growing, developing, and promoting female talent within our business.

We are a strong employer for women, offering core benefits such as flexible work, part-time work, and remote working, along with gender-inclusive policies that appeal to our female colleagues and candidates. This puts us ahead of many other companies in supporting women in the workplace.

As of December 2024, women comprised 51% of our workforce, 38% of our Board, and 40% of our Executive Team.

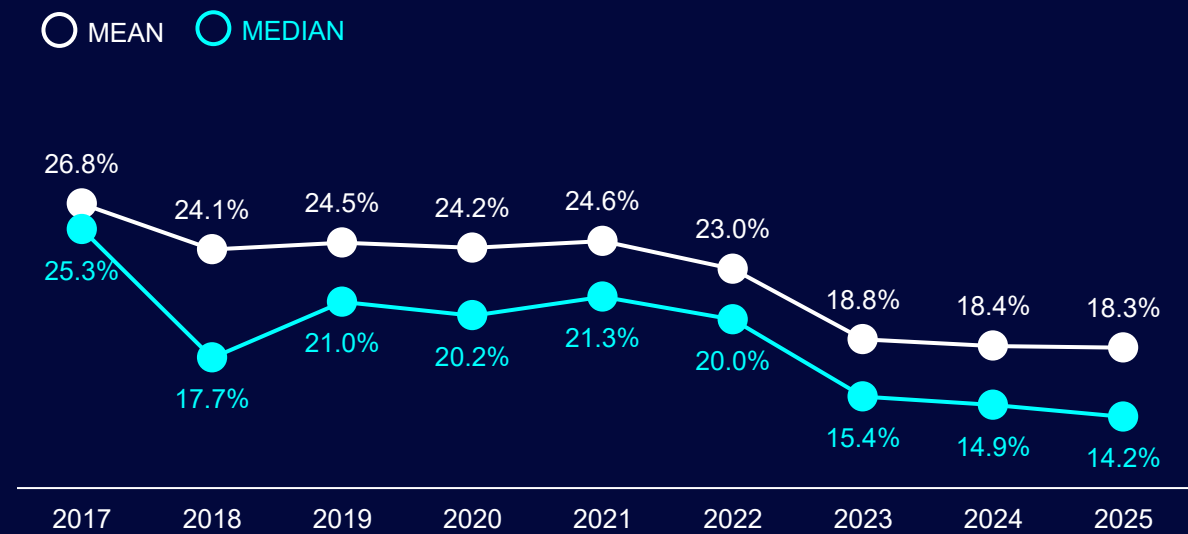
This indicates that our policies and initiatives are effectively moving us towards our goals, and we remain committed to further closing our gender pay gap.

# Continuing to make progress

Our 2025 pay gap data shows a steady improvement since we started reporting.

We're encouraged to see a continued reduction in the pay gap over time. Since Capita began reporting, our median pay gap has decreased from 25.3% to 14.2%, and our mean pay gap has reduced from 26.8% to 18.3%.

Our latest figures compared to the last seven years are shown below.



# Our Pay Quartiles

We are pleased to confirm that, for the first time, pay gaps across all quartiles are below the 5% threshold set by the Equality and Human Rights Commission.

When reviewing the quartiles, the key challenge remains the representation of women in the upper quartile compared to men. Although the proportion of women in this quartile increased steadily from 2021 to 2024, this year it has returned to 2023 levels, primarily due to a higher number of female leavers. Despite this, the pay gap in the upper quartile has reduced significantly compared to last year, with the median down by 5.8% and the mean by 4.2%.

We remain committed to maintaining pay gaps below 5%, in line with our responsible business strategy and divisional action plans.

		Male	Female	Pay gap (median)	Pay gap (mean)
Upper pay quartile %	2025	65.60	34.40	3.70	4.30
	2024	63.20	36.80	9.50	8.50
	2023	65.60	34.40	7.48	6.60
	2022	69.60	30.40	7.88	7.39
	2021	70.88	29.12	7.80	9.37
	Variance over period			-4.10	-5.07
Upper middle pay quartile %	2025	45.70	54.30	3.30	2.70
	2024	48.00	52.00	-2.80	-1.60
	2023	47.62	52.38	2.10	1.48
	2022	51.07	48.93	1.30	0.87
	2021	55.87	44.13	0.14	0.14
	Variance over period			3.16	2.56
Lower middle pay quartile %	2025	48.60	51.40	1.70	0.90
	2024	46.50	53.50	0.80	0.70
	2023	48.78	51.22	2.54	1.68
	2022	47.50	52.50	2.36	1.73
	2021	47.94	52.06	3.07	2.02
	Variance over period			-1.37	-1.12
Lower pay quartile %	2025	41.50	58.50	-0.10	0.00
	2024	40.40	59.60	0.30	1.00
	2023	42.44	57.56	0.72	-1.59
	2022	42.41	57.59	-0.05	-0.40
	2021	43.78	56.22	-0.35	-0.29
	Variance over period			0.25	0.29





# UK Ethnicity Pay Gap

*"The ability to see differences in the pay gap between ethnic groups is an incredibly important step in creating a truly fair, open, and inclusive culture. This data allows us to explore the root causes and take appropriate actions to address them. Overall, at Capita, we have an ethnically diverse workforce; however, we do not yet have proportionate representation across the business, especially in our upper senior roles. We have made progress towards reducing the ethnicity pay gap, however more work is needed. Our commitment is clear: to continue driving change and ensure equity across all levels of the organisation."*

**Pauline Nwawudu**

Senior Project Manager – Capita Public Service  
Chair of Embrace Employee Network



# Our 2025 ethnicity pay gap - key insights

We continue to voluntarily disclose our ethnicity pay gap.

Analysing diversity data and being transparent about our workforce’s diversity is essential for fostering a fairer, more inclusive workplace. As signatories of Business in the Community’s Race at Work Charter, Capita actively supports the push for mandatory ethnicity pay gap reporting.

These tables show our overall median and mean black and minority ethnic pay gap at the snapshot date of 5 April 2024.

## Ethnicity Pay Gap



Median 2024	28.00%	2025	21.80%	-6.20%	↓
Mean 2024	21.60%	2025	14.70%	-6.90%	↓

## Median ethnicity pay gap

	Other (%)	Black (%)	Asian (%)	Mixed (%)	Ethnically diverse (%)
2024	30.00	24.80	29.10	21.50	28.00
2025	24.70	12.40	26.90	3.10	21.80
Difference 2024-2025	-5.30	-12.40	-2.20	-18.40	-6.20

## Mean ethnicity pay gap

	Other (%)	Black (%)	Asian (%)	Mixed (%)	Ethnically diverse (%)
2024	29.80	18.8	21.6	11.7	21.6
2025	21.10	16.50	14.10	3.10	14.70
Difference 2024-2025	-8.70	-2.30	-7.50	-8.60	-6.90

# Our ethnicity pay gap

In 2025, we have seen a significant decrease of 6.20% in the median ethnicity pay gap and a 6.90% in the mean.

Our focus is to continue to attract ethnically diverse senior talent and most importantly, on growing, developing, and promoting diverse talent within our business.

Achieving this goal requires a multi-year strategy, and while we have seen an improvement this year there is still more to do, and we remain committed to achieving our goal.



# Our declaration of ethnicity

Ensuring our colleagues feel safe to share their ethnicity is an indicator of the trust they have in an organisation, and it's critical to us being able to accurately identify our ethnicity pay gap.

Over the years we've increased ethnicity declaration to almost 82%. We will continue to work to increase this further in 2026.

It's crucial to recognise that updates in our ethnicity declarations can influence our pay gap, regardless of whether the actual pay gap has changed. With more colleagues sharing their ethnicity, we gain additional data to analyse the pay gap, which might reveal that the gap is either larger or smaller than initially perceived.

Year	2020	2021	2022	2023	2024	2025	Variance from Last Year	Variance Since Reporting
Declaration %	72.00	74.00	77.00	77.00	77.00	81.90	4.90	9.90
White %	73.12	75.00	72.00	71.23	73.12	74.70	1.60	1.60
Asian %	10.69	12.00	15.00	15.86	14.90	14.20	-0.70	3.50
Black %	3.03	4.00	5.00	5.88	5.90	5.70	-0.20	2.70
Mixed %	1.64	2.00	2.00	2.10	1.90	1.90	0.00	0.30
Other %	9.89	7.00	5.00	4.93	4.30	3.60	-0.70	-6.30

*"We have significantly improved ethnicity declaration rates across Capita, now reaching nearly 82%. This progress is vital, as accurate data underpins our efforts to understand and address the ethnicity pay gap. While there's more to do, this milestone strengthens our foundation for driving meaningful change."*

**Maria Whiteley**  
Head of Technology Presales – Capita AI & PO  
Chair of Black Employee Network

# Pay Quartiles

When examining our pay quartiles, it's clear that our main challenge lies in the upper pay quartile. In all three lower quartiles, across all ethnicities, the pay gaps are below the Equality and Human Rights Commission's recommended threshold of 5%.

In the upper quartile, the mean pay gap for ethnically diverse colleagues is 6%, and we are committed to bringing this down in line with our responsible business strategy and divisional action plans. However, within this quartile, the mean pay gap for Black colleagues is significantly higher at 16.17%. This disparity is driven by the low representation of Black colleagues in the most senior and highest-paid roles, meaning that even small differences in pay at this level have a disproportionate impact on the overall gap.

To address this, we are prioritising actions that go beyond pay adjustments, including targeted leadership development programmes, mentoring, and inclusive recruitment practices to increase representation in senior positions. These initiatives are central to our commitment to creating equitable progression opportunities and reducing this gap over time.

Upper Hourly Pay Quartile						
	White	Asian	Black	Mixed Race	Other	Ethnically Diverse
Mean Pay Gap (%)	N/A	3.90	16.70	-4.60	2.80	6.00
Median Pay Gap (%)	N/A	5.40	8.50	-4.20	-0.60	4.70

Upper Middle Hourly Pay Quartile						
	White	Asian	Black	Mixed Race	Other	Ethnically Diverse
Mean Pay Gap (%)	N/A	0.90	2.50	3.30	-1.90	1.20
Median Pay Gap (%)	N/A	1.20	3.60	3.40	-3.70	1.20

Lower Middle Hourly Pay Quartile						
	White	Asian	Black	Mixed Race	Other	Ethnically Diverse
Mean Pay Gap (%)	N/A	0.70	-0.60	1.00	1.30	0.50
Median Pay Gap (%)	N/A	1.20	-0.70	2.20	3.10	0.90

Lower Hourly Pay Quartile						
	White	Asian	Black	Mixed Race	Other	Ethnically Diverse
Mean Pay Gap (%)	N/A	0.50	0.30	-0.40	-0.1	0.3
Median Pay Gap (%)	N/A	0.40	0.40	-1.0	-0.2	0.3



# UK Disability Pay Gap

*"Capita's Ability Network (CAN) members are pleased to see the inclusion of the disability pay gap in this years' report. Voluntarily sharing this data further demonstrates Capita's disability confident employer status. The results are encouraging and it's positive to see a significant increase in the disclosure rates since CAN was formed."*

**Rochelle Walker**

Head of Proposition & Product Governance – Capita Experience

# Our 2025 disability pay gap - key insights

We voluntarily report disability pay gap for the first time this year. The tables below shows our overall median and mean disability pay gap, disability representation in our pay quartiles together with the declaration rate, as at the snapshot date of 5 April 2025.

Our disability pay gap analysis shows a median of –6.9%, indicating that employees with disabilities earn slightly more on average than their peers, meaning there is no gap. The mean pay gap is 2.3%, which reflects a minimal difference across the workforce. We are encouraged that in all quartiles the pay gaps are below the Equality and Human Rights Commission’s recommended threshold of 5%.

28% of employees have disclosed their disability status, which is higher than UK average with 15.8% identifying as disabled and 84.2% as not disabled.

## Disability Pay Gap



Median 2025	-6.90%
Mean 2025	2.30%

Pay quartile	Mean (%)	Median (%)
Upper quartile	3.00	0.50
Upper middle quartile	1.00	2.30
Lower middle quartile	1.00	0.80
Lower quartile	0.10	0.10

## Declaration



Declaration	28.0%
Disabled	15.80%
Not Disabled	84.20%



# Gender Pay Gap

## Statutory Disclosures 2025

# UK Data

The data in this report (UK) is accurate at the snapshot date of 5 April 2025 and is reported in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Hourly Pay (%)		Bonus Pay (%)		Proportion of employees receiving a bonus (%)	
Median pay differential (mid-point)	14.20	Median pay differential (mid-point)	64.00	Men	23.60
Mean pay differential (average)	18.30	Mean pay Differential (average)	60.30	Women	35.40

Upper pay quartile (%)	
Men	65.60
Women	34.40
Pay gap (median)	3.70
Pay gap (mean)	4.30

Upper middle pay quartile (%)	
Men	45.70
Women	54.30
Pay gap (median)	3.30
Pay gap (mean)	2.70

Lower middle pay quartile (%)	
Men	48.60
Women	51.40
Pay gap (median)	1.70
Pay gap (mean)	0.90

Lower pay quartile (%)	
Men	41.50
Women	58.50
Pay gap (median)	-0.10
Pay gap (mean)	0.00



# UK Data – continued

The data in this report (UK) is accurate at the snapshot date of 5 April 2025 and is reported in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Legal Entity		All	0004	0035	0088	0146	0184	0186	0258	0306
Company		Capita-whole UK Population	Capita Business Services	Capita L&P Regu Serv Ltd	Capita Pension Solutions Limited	Capita Customer Mgmt Ltd	Entrust Support Serv Ltd	Capita Managed IT Sol Ltd	Western Mortgage Services	Capita Shared Services Ltd
Total Relevant Employees		20650	10287	1381	2375	2773	481	262	459	1974
Gender Pay Gap (%)	Mean	14.7	18.7	20.3	19.2	7.1	-21.5	6.1	9.1	2.9
	Median	21.8	8.7	22.9	18.8	2.9	-4.2	11.3	-4.0	5.1
Upper Quartile (%)	Male	65.6	62.5	58.5	59.7	54.0	43.8	95.2	52.5	75.6
	Female	34.4	37.5	41.5	40.3	46.0	56.2	4.8	47.5	24.4
Upper Middle Quartile (%)	Male	45.7	35.5	39.4	49.7	49.9	63.5	88.9	36.4	76.7
	Female	54.3	65.5	60.6	50.3	50.1	36.5	11.1	63.6	23.3
Lower Middle Quartile (%)	Male	48.6	45.4	34.3	40.3	42.1	53.1	83.9	59.6	72.1
	Female	51.4	54.6	65.7	59.7	57.9	46.9	16.1	40.4	27.9
Lower Quartile (%)	Male	41.5	39.3	35.4	36.9	46.3	60.8	90.5	43.0	71.2
	Female	58.5	60.7	64.6	63.1	53.7	39.2	9.5	57.0	28.8
Bonus Pay Gap (%)	Mean	60.3	67.0	79.8	45.6	9.0	32.6	31.1	48.5	27.2
	Median	64.0	68.9	39.2	24.4	27.9	78.3	-50.0	0.0	1.9
	% Men Receiving Bonus	23.6	22.6	49.0	35.6	27.9	0.8	15.9	17.4	13.9
	% Women Receiving bonus	35.4	36.7	44.6	49.4	24.3	1.8	20.0	25.4	24.0

# Republic of Ireland data

The data in this report (ROI) is accurate at the snapshot date of 30 June 2025 and is reported in line with the requirements of The Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022.

Population											
		Upper Quartile (%)		Upper Middle Quartile (%)		Lower Middle Quartile (%)		Lower Quartile (%)		Overall (%)	
Type of Employment	Number of Employees	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
All Employees	917	41.0	59.0	37.4	62.6	35.1	64.9	36.1	63.9	37.4	62.6
All Permanent	909	40.7	59.3	37.4	62.6	35.1	64.9	36.1	63.9	37.3	62.7
All Temporary	8	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	50.0
Full Time Permanent	751	47.7	52.3	43.1	56.9	38.1	61.9	40.6	59.4	42.2	57.8
Full Time Temporary	8	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	50.0
Part Time Permanent	158	14.9	85.1	11.9	88.1	16.1	83.9	13.2	86.8	13.9	86.1
Part Time Temporary	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Pay Gap											
		Upper Quartile (%)		Upper Middle Quartile (%)		Lower Middle Quartile (%)		Lower Quartile (%)		Overall (%)	
Type of Employment	Number of Employees	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
All Employees	917	17.1	13.9	-0.1	0.5	-0.1	-0.2	-0.9	0.0	10.3	1.2
All Permanent	909	17.8	13.3	-0.1	0.5	-0.1	-0.2	-0.9	0.0	10.3	1.0
All Temporary	8	-2.6	-1.4	N/A	N/A	N/A	N/A	N/A	N/A	-2.6	-1.40
Full Time Permanent	751	11.6	14.0	0.4	0.9	-0.2	-0.2	-0.7	0.0	8.9	1.5
Full Time Temporary	8	-2.6	-1.4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-1.40
Part Time Permanent	158	47.5	11.1	-0.8	-2.8	0.5	0.6	-0.2	-0.8	29.3	1.9
Part Time Temporary	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

# Republic of Ireland data – continued

The data in this report (ROI) is accurate at the snapshot date of 30 June 2025 and is reported in line with the requirements of The Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022.

Bonus Pay Gap					
Type of Employment	Number of Employees	Mean %	Median %	% Men receiving bonus	% Women receiving bonus
All Employees	917	60.4	53.4	3.2	3.0
All Permanent	909	60.4	53.4	3.2	3.0
All Temporary	8	N/A	N/A	0.0	0.0
Full Time Permanent	751	49.6	50.2	3.5	3.0
Full Time Temporary	8	N/A	N/A	0.0	0.0
Part Time Permanent	158	N/A	N/A	0.0	2.9
Part Time Temporary	0	N/A	N/A	N/A	N/A

Benefit in Kind Pay Gap					
Type of Employment	Number of Employees	Mean %	Median %	%Men receiving BiK	%Women receiving BiK
All Employees	917	-25.0	0.0	0.9	0.7
All Permanent	909	-25.0	0.0	0.9	0.7
All Temporary	8	N/A	N/A	0.0	0.0
Full Time Permanent	751	-25.0	0.0	0.9	0.9
Full Time Temporary	8	N/A	N/A	0.0	0.0
Part Time Permanent	158	N/A	N/A	0.0	0.0
Part Time Temporary	0	N/A	N/A	N/A	N/A

## Board approvals

Capita’s Chief Executive Officer approved this report on behalf of the Capita Executive Team on 10 December 2025. The Board Responsible Business Committee approved this report on behalf of the Capita plc Board on 10 December 2025.



