




Strategic report	Corporate governance	Financial statements
<ul style="list-style-type: none"> 2 Financial and non-financial highlights 4 Capita at a glance 5 Investment case 6 Chairman's statement 8 Chief Executive Officer's review 13 Our markets 14 Operating review <ul style="list-style-type: none"> 14 Public Service 19 Experience 22 Chief Financial Officer's review 29 Responsible business <ul style="list-style-type: none"> 30 At a glance 32 Our people 38 Community 40 Planet 43 Operating responsibly 45 Engaging with our stakeholders 49 NFSIS 50 TCFD 57 Risk management and internal control 64 Viability statement 	<ul style="list-style-type: none"> 66 Chairman's report 68 Governance at a glance 70 Board members 72 Corporate governance report 79 Nomination Committee report 84 ESG Committee report 87 Audit and Risk Committee report 96 Directors' remuneration report 119 Directors' report 	<ul style="list-style-type: none"> 125 Independent Auditor's Report 147 Consolidated financial statements 153 Notes to the consolidated financial statements 218 Company financial statements 220 Notes to the Company financial statements 229 Additional information 230 Alternative performance measures (APMs)
 <p>This Annual Report, other corporate publications, our latest news and announcements, and more information about us is available on our website, www.capita.com</p>	<p>CEO's review</p> <p> Read our CEO review on pages 8 to 13</p>	<p>Responsible business</p> <p> Read more about our approach to being a responsible business on pages 29 to 56</p>

Cautionary statement

The directors present the Annual Report for the year ended 31 December 2023, which includes the strategic report, corporate governance reports and audited accounts for the year. Pages 1 to 123 of this Annual Report comprise a report of the directors which has been drawn up and presented in accordance with English company law, and the liabilities of the directors in connection with that report shall be subject to the limitations and restrictions provided by such law. Where the directors' report refers to other reports or material such as a website address, this has been done to direct the reader to other sources of Capita plc information which may be of interest. Such additional materials do not form part of this report.

