



## Clients and customers

### Why they are important

They are recipients of Capita's services; and Capita's reputation depends on consistent and timely delivery of the services they need from us.

### What matters to them

High-quality service delivery; delivery of transformation projects within agreed timeframes; and responsible and sustainable business credentials.

### How we engaged

- Client meetings and surveys
- Regular meetings with government stakeholders and annual review with the Cabinet Office
- Through our customer advisory boards
- Through our senior client partner programme which provides an experienced single point of contact for key clients and customers
- Introductory meetings and correspondence with the new CEO and new CEO, Public Service

### Topics of engagement

- Current service delivery
- Transition and mobilisation of services
- Capita's digital transformation capabilities
- Possible future services
- Co-creation of client value propositions
- The cyber incident
- Ongoing benefits of hybrid working on client services

### Outcomes and actions

Feedback provided to business units to address any issues raised; client value proposition teams supporting divisions with co-creation ideas; direct customer and sector feedback; and senior client partner programme undertaking client-focused growth sprints to build understanding of client issues and ideas to help address them.

### Risks to stakeholder relationship

- Loss of business by not providing the services that our clients and customers want
- Damage to reputation by not delivering to the requirements of our clients and customers
- Loss of customers for our clients

### Key metrics

Customer NPS; specific feedback on client engagements.

### Further details

Chief Executive Officer's review on pages 8 to 12.  
Responsible business section on pages 30, 43 and 44.



## Suppliers and partners

### Why they are important

They share our values and help us deliver our purpose; maintain high standards in our supply chain; and achieve social, economic and environmental benefits aligned to the Social Value Act. Our suppliers and partners provide additional expertise, skill and technology, elevating our offering.

### What matters to them

Payments made within agreed payment terms; clear and fair procurement process; building lasting commercial relationships; and working inclusively with all types of business.

### How we engaged

- Supplier meetings throughout source to procure process
- Regular reviews with suppliers
- Supplier questionnaires and risk assessments

### Topics of engagement

- New digital offerings for clients
- Supplier payments
- Sourcing requirements
- Supplier performance
- Science based targets (SBTs)
- Supplier charter
- The cyber incident

### Outcomes and actions

Our supplier charter, which is available on our website, remains at the core of strengthening our commitments and sets out how we conduct business in an open, honest and transparent manner, and what we expect of our suppliers. This year, it was refreshed and relaunched.

To understand Capita's Scope 3 carbon footprint, a supplier engagement programme was also undertaken with suppliers accounting for £1bn annual spend (over 50% of the supply chain by spend) to ask them to disclose their carbon emissions to CDP.

During 2023, 99% of our suppliers were paid within 60 days.

### Risks to stakeholder relationship

- Environmental issues
- Commitment to tackling SBTs
- Supply chain resilience

### Key metrics

99% of supplier payments within agreed terms; SME spend allocation; and supplier diversity profile.

### Further details

Supplier engagement section on page 43.