

CR targets and objectives

Clients					
Our focus	What we said	What we have done	Our progress	What we will do	The deadline
Client partnerships	Maintain high level of services to clients and their customers	Consistently aimed to meet or exceed our service level agreements Maintained our high client retention rate	Achieved	Maintain high level of client service and retention rate	Ongoing
	Continue to support CR objectives of key clients	Share relevant learning across the Group	Achieved	Continue to support clients on key initiatives and develop our approach to joint initiatives	Ongoing

Employees					
Our focus	What we said	What we have done	Our progress	What we will do	The deadline
Diversity	Implement Group Equality and Diversity action plan	Rolled out First Stage of Group Equality and Diversity action plan Began monitoring employee diversity through SAP HR	Achieved	Continue to monitor employee diversity. Set up Diversity Champions Forum to communicate and promote diversity initiatives	Ongoing – quarterly review of statistics starting May 2008
Employee engagement	Continue existing relationships with Trade Unions and assess strategic relationships with other TUs	Signed Strategic Partnership Agreement with UNITE	Ongoing	Continue to develop relationships with Trade Unions and assess appropriate communications structure	Ongoing
	Continue to engage with employees across the Group	Undertook a Group-wide employee survey	Achieved	Develop a new Reward and Recognition framework that promotes staff engagement across the Group	December 2008
Talent management	Actively manage existing and new talent	Maintain low attrition of Senior Management	Ongoing	Career development for Senior Management through use of opportunities provided by our growth	Ongoing
Career development	Continue to provide career and job opportunities for all employees	Monitor percentage of jobs filled internally	Not achieved (All jobs are advertised internally. However it is difficult to monitor the statistics on those that are filled internally.)	Monitor levels of training undertaken by employees and managers and set target for improvement	Quarterly
Employee welfare	Ensure health and wellbeing of employees at work	Reviewed employee welfare policies against best practice. Guidelines issued to managers to educate and promote awareness	Ongoing	Continue to promote and monitor	Ongoing
				Promote and support initiatives related to staff benefits that demonstrate a commitment to environmental issues	Ongoing
				Review the feasibility of introducing a Cycle to Work scheme	July 2008

CR targets and objectives (continued)

Suppliers

Our focus	What we said	What we have done	Our progress	What we will do	The deadline
Supplier performance	Continue to implement ethical and environmental procurement policies	Began review of our procurement policies	Partly achieved	Continuous review of policies Develop and issue best practice procurement processes and procedures that embed CR in the business	December 2008 and ongoing
	Continue to audit existing suppliers against Capita standards of business	Audited 41% of all suppliers	Partly achieved	60% of all active suppliers to be audited	December 2008
	Continue close monitoring of our strategic suppliers and ensure all strategic suppliers continue to review CR performance	Monitored our strategic suppliers through The Capita Supplier Programme	Achieved	Actively work with strategic suppliers to ensure continuous improvement plans and measures in place Increase targets for CR compliance	August 2008 and ongoing

Our communities

Our focus	What we said	What we have done	Our progress	What we will do	The deadline
Charitable giving	Continue to support Capita's chosen charities and community projects, ensuring both business and social benefits	Raised £1.55m through our corporate charity partnership with NSPCC and The Prince's Trust Reviewed our corporate charity partnership following employee consultation	Achieved	Launch new corporate charity partnership with Macmillan Cancer Support New target set to raise £1m by end of 2009	December 2009
Matched funding and GAYE	Widen communications of charitable matched funding initiative and Give As You Earn	Reviewed our matched funding policy Worked in partnership with professional fundraisers to help promote GAYE scheme and increase uptake	Achieved	Continue to promote the GAYE scheme Aim to achieve Silver payroll giving award (5% of employees donating)	December 2008
Community investment and volunteering	Establish a community engagement framework	Completed a benchmarking exercise	Partly achieved	Continue to work with our employees to develop our community engagement framework	Ongoing
	Support and encourage Capita's employees to participate in volunteering and charitable work	Reviewed employee volunteering scheme Introduced two pilot projects with new charity broker	Achieved	We will review the two pilot projects. If they are successful we will roll out across the whole Group	May 2008
	Identify and support suitable community projects	Worked with projects in our local communities	Achieved	Continue to support projects in our local community Improve measurement of the projects we are involved in	Ongoing

CR targets and objectives (continued)

Environment					
Our focus	What we said	What we have done	Our progress	What we will do	The deadline
Energy reduction	Achieve 12% reduction in energy used at 20 largest sites	Progressed well towards this target, achieving 8% reduction across 18 (now 18 sites due to consolidation) sites in year 1	Partly achieved	Continue to work towards 12% target Roll out energy reduction programme to next tier of sites Introduce monthly energy data reporting to top sites Replicate energy reduction measures introduced at our Basingstoke office to other office refurbishment projects	December 2008 and ongoing
Carbon footprint	Measure our carbon footprint	Measured our carbon footprint with assistance from The Carbon Trust	Achieved	Start quarterly internal reporting of the Group's carbon footprint by cost centre. Investigate options and costs for off-setting carbon emissions from our Offshore business	December 2008
Business travel	Promote the use of voice/video conferencing as an alternative to travel	Continued to promote BT conferencing, along with local initiatives such as lift sharing	Ongoing	Continue to promote the use of BT conferencing internally and with clients Publish new car policy incorporating vehicles in the sub 120gm/km category	December 2008
Waste management	Review existing recycling initiatives	Continued to promote recycling schemes for mobile handsets, IT equipment, paper and toner cartridges	Ongoing	Increase the level of recycling across all sites	December 2008
Group SH&E audits	Environmental audits will be undertaken twice a year	Audits undertaken, and targets set for minimum score	Ongoing	All sites to achieve a minimum score of 75% on the environmental section of their Group SH&E audits	Ongoing
Governance					
Our focus	What we said	What we have done	Our progress	What we will do	
Management and policies	Continuously improve Capita's management of CR issues	Established a sustainability working group	Ongoing	Establish a CR working group	
Monitoring and measurement	Continue to improve measuring and monitoring of Group wide CR performance	Reviewed CR data collection processes with help of an external partner	Ongoing	Improve our CR data collection processes	
Transparency and accountability	Improve stakeholder dialogue	Engaged with our stakeholders through client surveys, investor meetings and employee surveys	Ongoing	Continue to engage with our stakeholders across the Group	