

## Ensuring quality of service for our clients

How we operate in the marketplace is key to our success. Our clients expect us to act responsibly in the way we meet their expectations, meet regulatory and legislative requirements, deliver real value for their business and customers, and continue to grow our business.

## How do we manage client relationships responsibly?

Our job is to help our clients operate their services more efficiently and meet their own stakeholders' changing needs, and to do so in a responsible manner.

By taking care of their back office operations and, increasingly, their customer services we allow them to concentrate on their core business and growth strategies.

They benefit in three ways:

- More satisfied end users
- Reduced costs
- Added value to the organisation as a whole.

We work closely with each new client to understand how we can support and reflect their particular values.

This includes their approach to corporate responsibility.

We believe that part of our responsibility to clients is to be selective about the opportunities we pursue: we will only take on operations where we believe we can deliver real value and meet customer expectations. Once we engage with a client, our robust internal processes help us identify and deploy the resources required to deliver the project successfully.

We earn our clients' trust by working hard on creating and growing our partnerships over time. We believe open dialogue, clear expectations and the ability to adapt to changing circumstances are key to maintaining good client relationships.

A common concern for potential clients is that they will have less control over a contract if they outsource. In fact the reverse is often the case, as the accountability built into our contracts can give them more effective oversight of their outsourced services. We continually review our processes throughout the life of a contract – improving them where necessary – to ensure ever better service for both our clients and their customers.



## Added value to Prudential's supply chain

Responsible business  
practices

High levels of service

## Prudential: positive CR assessment

We deliver a range of life and pension sales and administration services for Prudential UK's business.

We've been successfully providing a full range of services for Prudential's international cross border life assurance portfolio of new and existing business since 2003. And in 2006 we signed an outsourcing agreement to deliver end-to-end support for Prudential's UK life and pensions business from their Belfast operation.

In November 2007, we signed an additional contract to administer 7 million mature life and pensions policies including group and individual pensions, investment bonds and life and endowment policies. The contract is worth approximately £722m over 15 years.

**"Our Corporate Responsibility assessment of Capita has been positive. The scores achieved suggest that Capita has made a commitment to managing its business in a responsible manner and highlights the added value it brings to the Prudential supply chain"**

Duncan Mosely, Director-Strategic Sourcing,  
Prudential UK & Europe.

**Meeting our regulatory and legislative requirements**

Increasingly we are operating within business areas that are regulated. For example, we provide administration and customer services to 22 million UK policyholders and need to make sure we meet our regulatory and legislative requirements. The Financial Services Authority (FSA) has made 'Treating Customers Fairly' (TCF) a key initiative over the last few years, an example of their moving to a more principles-based form of regulation. This initiative represents a major consideration for Capita's three divisions that operate across the financial services sector.

We have undertaken a significant amount of work during 2007 to ensure that TCF as a cultural driver is firmly embedded in individual business units, and that measures are in place to deliver relevant information on the treatment of customers to the senior managers of those businesses. Work will continue throughout 2008 to ensure that we have appropriate management information systems in place to support our clients and meet our regulators' expectations.

**Managing and monitoring client satisfaction**

Client satisfaction is essential to our business: the most efficient way for us to win business is to extend or renew existing contracts. We aim to achieve high standards of delivery and meet their expectations.

The varied nature of our client relationships makes it difficult to assess satisfaction in a uniform way or set common performance indicators, so we put in place the most appropriate quality monitoring in each situation.

For each contract, we agree service standards and key performance indicators to measure the improvements in service for both clients and their customers. These are regularly reviewed by the client, whose views are reflected in monthly management reports.

For our transactional businesses, client review mechanisms are embedded in the sales and delivery process.

End users participate in satisfaction surveys, which often measures how their perception of the client has changed as a result of service improvements.

9

**Years**

Average length of client contracts.  
[2006: 9 years]

55

**Business centres**

Our extensive infrastructure of business centres onshore, nearshore and offshore, allows us to deliver services in the most effective and appropriate way.  
[2006: 52 centres]



Attention to detail



Sustained service improvements



Service excellence

**Recognised for service excellence**

**Computing Awards for Excellence** Outsourcing Project of the Year and IT Professional of the Year Award – Service Birmingham and Birmingham City Council.

**National Customer Service Awards** Customer Service Contact Centre of the Year Award (up to 100 seats) – Zurich Customer Contact Centre team in Swindon.

**Charter Mark** Capita Symonds for excellence in customer service.

**Investor in Customers** Capita Hartshead (first pensions administrator and only the second British company to win this).

**Customer Contact Centre Excellence Awards** Best outsourced partnership and best outsourced contact centre – DSGi contract.