



Risk Management Policy

We recognise that effective enterprise risk management is an integral part of running our business and is fundamental to helping us in delighting our clients. Our ability to identify, assess and effectively manage risks is critical in ensuring the continued success of our business and protecting long-term shareholder value. This policy sets out our commitment to risk management and what we expect from our employees.

We are committed to

- Promoting and fostering an effective risk culture, attitude, and tone from the top across all Capita
- Proactively managing risks which could threaten our business model, performance, and objectives
- Ensuring risk management is embedded in all activities and decision-making processes
- Defining the group risk appetite which sets the boundaries within which we will manage risk

What you should expect from us (Risk Team)

- Develop and maintain a group wide risk management framework including tools, templates, procedures which will enable the organisation to implement this policy
- Support the Board in setting the group risk appetite and reporting and monitoring of our principal risks
- Provide support, training, and guidance across all Capita on risk management requirements
- Review and monitor the effectiveness of risk management policy across Capita

Non-compliance with this policy will be reported to the Executive Risk Committee

What we expect from you

- Establish a risk and assurance committee (RAC) to provide governance over effective management of risk
- Embed this policy and the risk framework in your division, business units or functional areas
- Identify and assess your risks that could threaten delivery of your objectives
- Develop a risk response strategy and put in place controls that will manage the risks
- Regularly review the effectiveness of the controls and timely implementation of risk reduction actions
- Escalate risks that fall outside of the risk appetite and/or are deemed significant to be reported to the next higher RAC

How we will achieve this

- Direct reports of the CEO are responsible and accountable for ensuring the requirements of this policy are adhered to and embedded within their respective divisions and functions.

Tim Weller

CFO, Capita plc
December 2022