

CAPCO STATEMENT ON DIVERSITY AND INCLUSION

This statement sets out the steps that The Capital Markets Company, (Capco) has taken, and continues to take, to promote Diversity & Inclusion (D&I) across our organisation. At Capco, we believe strongly that difference, not uniformity, is critical to success. We see D&I and respect for the individual as crucial in building a culture that attracts, engages and retains the best people in the market and fosters a culture of innovation and excellence. D&I are equally important to building deep and sustained relationships with our clients, by reflecting their own commitment to diversity in the composition of our teams and deploying the broadest range of capabilities to address their challenges and create value.

OUR BUSINESS

Capco is a global provider of integrated business, digital, and technology consulting services dedicated to the financial services sector. We have approximately 5000 colleagues, globally, and operate in 16 countries across Asia, Europe and the Americas.

OUR COMMITMENT

Capco is committed to promoting diversity and inclusion among all employees, job applicants, clients and suppliers, and to creating a working environment and culture in which all decisions are based on merit and everyone working with the firm can be themselves at work and maximise their contribution, free from unfair discrimination or harassment.

We do not discriminate unfairly against people (on grounds of gender, sexual orientation, marital status, race, nationality, ethnic or national origin, religion or belief, disability or age) and we take all the appropriate steps to accommodate the requirements of different religions and cultures.

The principles of D&I are underpinned by our values of Respect, Integrity, Commitment, Excellence and Knowledge and our belief that everyone at Capco can 'Be Yourself at Work'. Our Values also apply to the way our people engage with clients, suppliers, candidates and former employees.

To achieve these aims on D&I at Capco, we make a formal commitment to:

- Encourage all our people to treat others with respect;
- Maintain and apply policies and procedures that promote fairness and inclusion in the workplace;
- Give everyone access to high quality training and development opportunities on an ongoing basis and support everyone in achieving their full potential at work;
- Ensure our people are valued for their contribution and rewarded fairly;
- Enable all of our people to safely and confidentially raise any concerns or instances of unfair treatment in the workplace with senior leaders and anonymously if necessary, so that we can implement timely and appropriate corrective measures (see our Code of Business Conduct and whistle-blowing provisions);
- Eradicate any form of harassment, bullying or intimidation at work and commit to discipline anyone responsible for such incidents;
- Comply with the provisions set out within this Statement as well as any standards set out in applicable laws.
- Monitor the impact of our commitment and policies on extending diversity and inclusion in Capco.

D&I IN ACTION AT CAPCO

Culture

We lead programs and projects in a way that creates an environment in which all our people can thrive in their roles and achieve their full potential at work. Under our 'Be Yourself at Work' initiative, we look to remove barriers, celebrate individuality and encourage diversity. All Capco people are encouraged to challenge, innovate and contribute ideas that will bring value to the firm, our colleagues and our clients.

Affinity Networks

The range of employee-led networks that we support across Capco act as a platform to involve and energise our people on D&I. They are integral to progressing our diversity agenda in a way that involves and empowers our people, making an inclusive culture a reality at Capco.

Recruitment

Capco is committed to the operation of a fair and respectful recruitment process. We oppose any form of unfair and/or unlawful discrimination and commit to full compliance with all relevant laws and regulations across the firm.

Our recruitment procedures are reviewed regularly to ensure that individuals are assessed against relevant business and job-related requirements. The selection process is carried out by multiple people to ensure fairness and objectivity in selection decisions.

Job advertisements avoid stereotyping or using formats or descriptions that may discourage certain groups or individuals with the relevant attributes from applying. We take steps to ensure that our vacancies are advertised across a broad and diverse labour market.

We monitor and report on applications and hires against our stated objective of attracting and progressing the broadest range of talent and to identify any groups that may be underrepresented.

Learning and Development (L&D)

The skills and experience of our people are fundamental to differentiating the firm from our competitors, and to the solutions and value we offer our clients. Such capabilities need to be developed in an inclusive way so that all our people can maximise their contribution to Capco's success and achieve their full potential at work. We recognise that, because people are unique, not everyone learns in the same way or develops at the same pace, so we offer a wide range of L&D opportunities, programs, paths and delivery methods (e.g. classroom, 'on the job', online and coaching), so that all our people can learn in their own way.

Any development needs are identified through regular performance reviews and all staff are given appropriate access to training to enable them to progress and realise their potential at Capco.

Performance and Reward

All individuals are assessed against the same performance standards, as set out in a clear framework, with expectations defined by grade. A robust calibration process operates to ensure that performance evaluation and ratings are fair and consistent in relation to peers across the firm. Decisions on bonuses and promotions are linked to an individual's performance and contribution, ensuring that reward and progression are based on merit and capabilities.

Policies and Procedures

Our policies and procedures reflect our values and help promote inclusion at Capco. Our Code of Business Conduct, in particular, sets clear expectations around how Capco people should conduct themselves, whilst policies such as anti-harassment & bullying, data protection and whistleblowing, provide protection against any inappropriate behaviour or misuse of sensitive data.

We ensure that redundancy criteria and procedures are fair and objective and are not discriminatory. We also ensure that disciplinary procedures and sanctions are applied without unfair discrimination and are applied in accordance with applicable laws.

Conditions of Service

Our conditions of service, benefits and facilities are reviewed regularly to ensure that they are available to all eligible staff and avoid any unfair obstacles to access.

OUR PLEDGE

Capco commits to adhere to this statement and honour its provisions on Diversity & Inclusion. It covers all individuals working at Capco, including partners, directors, employees, contractors, volunteers, interns and agency staff. It applies to all aspects of our relationship between staff in the firm, and to relations between staff members at all levels.

We inform all staff that this Statement is in place and that everyone in the firm is obliged to comply with its requirements. All employees are charged with creating an inclusive working culture and environment and contributing to a firm that promotes diversity and inclusion, respect and equality of opportunity.

Allegations regarding potential breaches of this Statement are treated in confidence and investigated in accordance with the relevant procedure and applicable laws. Staff who make such allegations in good faith will not to be victimised or treated less favourably as a result.

Any member of staff who is found to have committed an act of unfair discrimination or harassment in contradiction with this Statement may be subject to formal disciplinary action, up to and including dismissal.

APPROVAL FOR THIS STATEMENT

This statement was approved for Capco as follows:



Richard Gartside, Chief Risk Officer (CRO)

The Statement is monitored and reviewed at least annually, to ensure that D&I is promoted on an ongoing basis across the organisation and we continue to make progress on this agenda. It does not form part of any employee's contract of employment or similar provision and may be amended at any time.