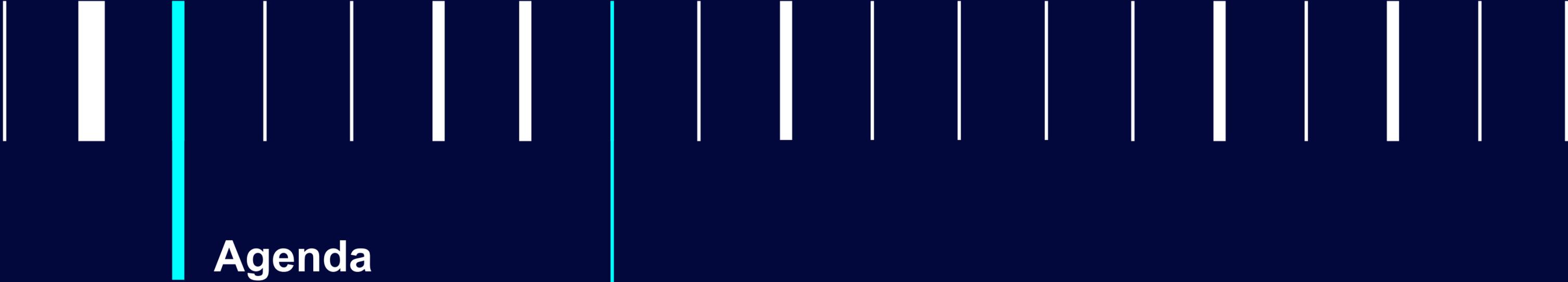


**2026 BITC MEMBER
CONFERENCE**
28 JAN 2026 | LONDON

Navigating Tech, Skills & The Future of Work

Lisa Pinfield, Group Director of Performance & Development, **Capita**
Ola Kolade, Employment & Skills Director, **Business in the Community**



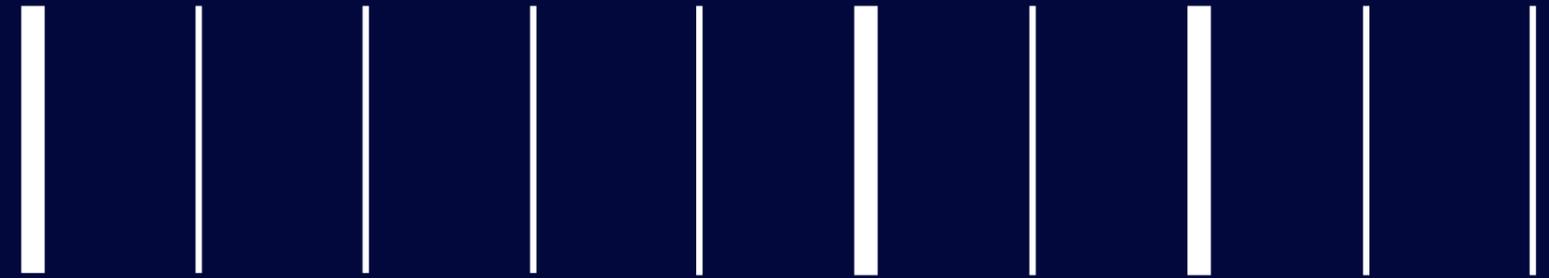
Agenda

1. Welcome
2. Capita's view on AI disruption & opportunity: Navigating Tech, Skills & the Future of Work
3. Panel Session & Q&A
4. Action Planning
5. Playback
6. Wrap up & lunch!!

Capita

Enabled by Technology. Powered by People. Driven by Data.

The UK's leading AI-enabled business process outsourcer, trusted by public and private sector clients to deliver essential services at scale.



31,000 colleagues



8 geographies



BiTC Member & Partner since 2018

"The adoption of AI is not just an upgrade - it's the cornerstone of our operational evolution."

Adolfo Hernandez, Capita CEO



Customer
first, always



Fearless
innovation



Achieve
together



Everyone is
valued



The burning challenges

Both public and private sectors face major challenges and seismic upheavals



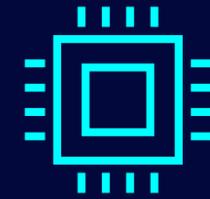
Financial pressures



Workforce skills challenges



Responsible Business



Digital transformation



Constant uncertainty



Competition and differentiation



Enhancing customer experience



Unlocking data



Capita's Business Evolution: Proactive Approach in Today's Landscape



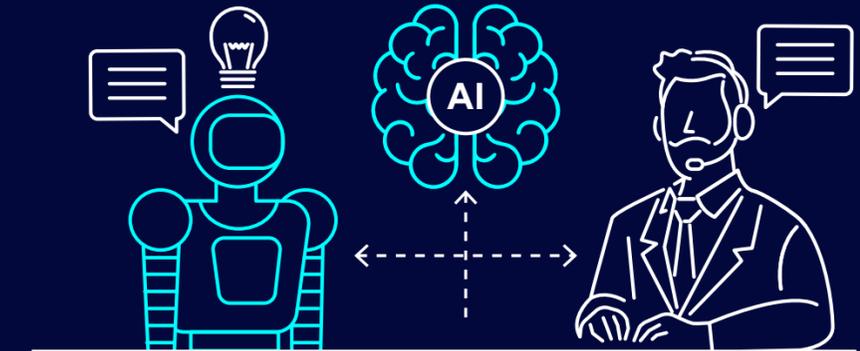
BPO Before - Human at the Core, Process at the Forefront

- Manual, repetitive processes
- Heavy reliance on large human workforces.
- Limited use of automation
- Reactive service delivery, minimal adaptability.



BPO Today - Blending Human Expertise with Intelligent Automation

- Increased adoption of digital tools to automate routine tasks.
- AI used for decision support (e.g. chatbots, analytics).
- More adaptive workflows and enhanced customer experience.



BPO of Tomorrow - Agentic AI + Human Coordination = Exponential Value

- Agentic AI operates autonomously, continuously, and adaptively.
- Digital agents manage complex tasks end-to-end across entire workflows.
- Human + AI collaboration: agents augment, humans oversee and guide.

It happens here first...

Pioneers of AI – Capita as 'customer zero'

We're pioneering AI in-house by applying AI to our own processes and learning from the experience, before extending services to our customers.



Bid efficiency



Internal productivity



HiredScore AI-powered talent acquisition



Streamlining customer interaction with Sigma

Leading in AI

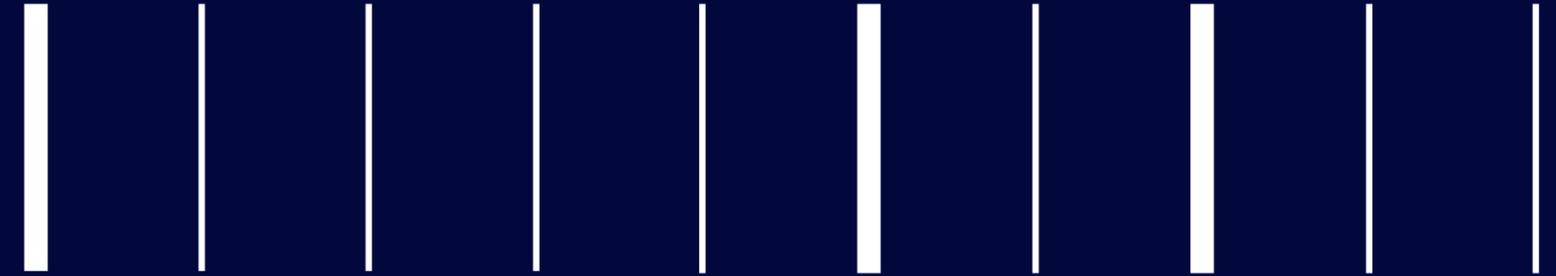
The Capita Philosophy

People, empowered.

Our 'People, empowered' philosophy sees AI as an augmentation to human capabilities, supercharging every employee's abilities and outputs in a complementary human-AI partnership. Humans remain the final decision-makers, built on the following rationale:

The World Economic Forum estimates that **~60% of all workers** globally will require significant reskilling before 2030 due to technological disruption*

* [Future of Jobs Report](#): WEF, 2025



Human oversight: Always essential in critical decision-making processes



Humans first: Deployment of AI to supplement, augment and enhance human abilities and skills, not replace them



AI can deal with repetitive, manual tasks and synthesising information: Freeing up human agents for management, cutting-edge thinking, and enabling higher quality customer interactions



Humans are... human: We believe technology will never fully replace the human elements of empathy and judgement.



Disruption into Opportunity for our People



Skills Agenda

AI literacy for everyone and prioritise human skills. We have upskilled over 18.000 in AI in 2025.



Skills-based Workforce Development

Skills-based talent marketplace, moving to more of a gig approach to increase opportunity and internal mobility.



Inclusion with AI

Focus on access + fairness + governance. Ensuring AI tools are usable for all colleagues.



Shift the Narrative from 'cost out' to 'growth & capacity'

A growth engine of products and services, not just automation.



Management & Leadership Enablement

Empower managers to effectively lead AI-augmented teams and drive operational excellence



Catalyst Lab

Unlocking Capita's ideas & expertise across hundreds of sectors to share AI excellence.



Culture Shift

Promote psychological safety to encourage experimentation and foster a culture that embraces adaptability & accountability.

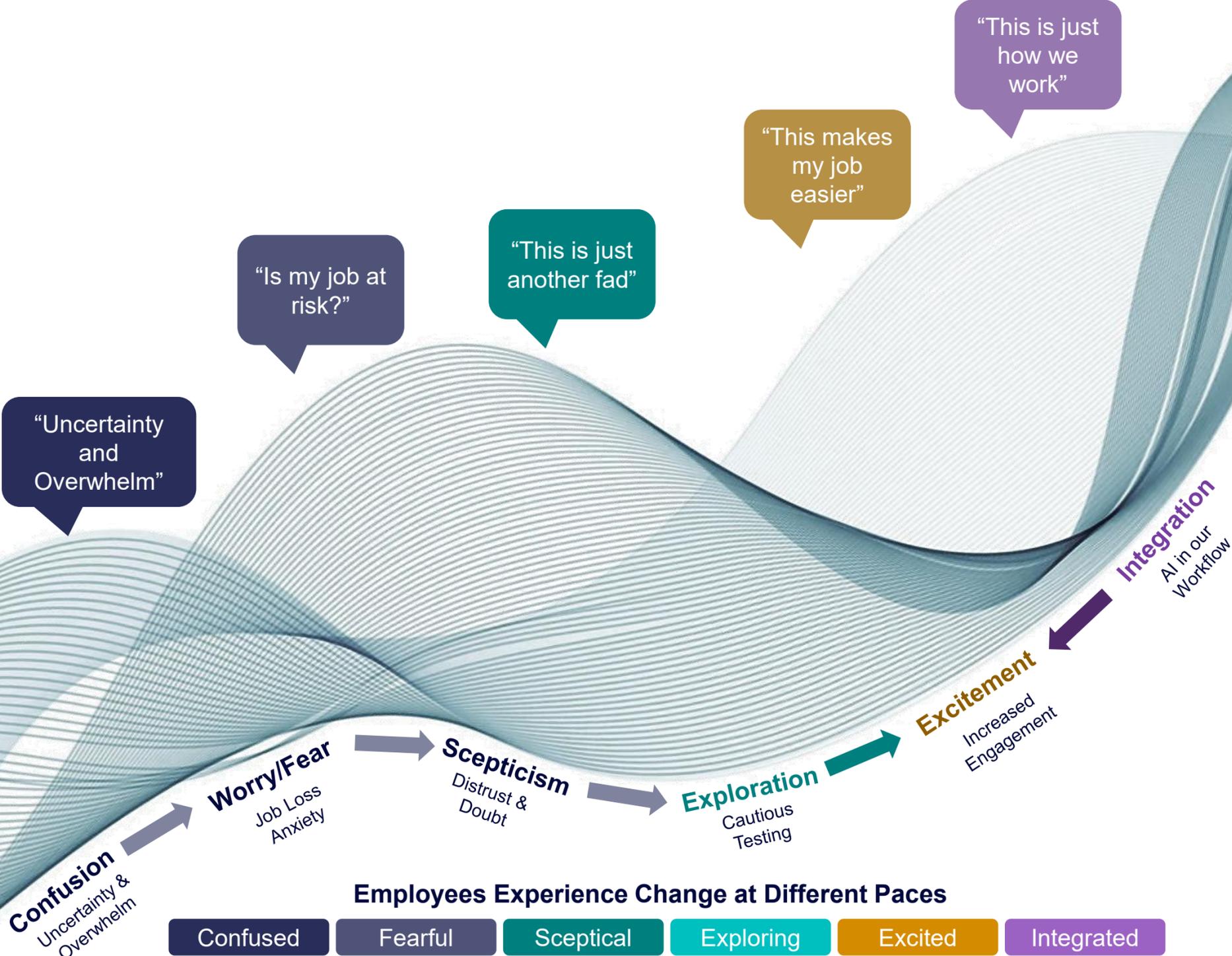


Go-to-market acceleration

With our hyperscaler partners, including joint sales motions.



It's a journey ... people, mindset and culture



- ✓ Aligned under a new set of **Values**
- ✓ Articulated a clear case for change & **North Star**
- ✓ Launched the **Catalyst Lab**
- ✓ **Hyperscaler Partnerships** to build confidence
- ✓ **18,000 colleagues** actively upskilling in AI
- ✓ **500+ colleagues** enrolled on an AI Apprenticeship
- ✓ Rollout of **5,000 CoPilot** licences & Pathfinders programme
- ✓ **Ethical guardrails and governance** are in place
- ✓ Engaged our **Capita500** to lead our transformation

What disruption is keeping you up at night?

- ✓ AI & Automation
- ✓ Cyber Security
- ✓ Demographic Shifts
- ✓ Geopolitical Instability & Economic Volatility
- ✓ Workforce Skills & Future of Work
- ✓ Employee Wellbeing
- ✓ Regulatory & Compliance Pressures
- ✓ Leadership Capability

Panel Discussion



Matthew Schutz

EVP, Strategic Partnerships & AI Solutions



Shirley Branagh

Global Head of Learning



Amy Mulready

Divisional Head of Talent,
Capita Public Services

What is the opportunity for your organisation for Agentic AI?



What do you need to do to realise that opportunity and navigate the potential in terms technology, skills & the future of work?

Contact

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Next steps:

- **Embed today's learning into your strategy**
- **Register for BITC's Responsible AI Blueprint Launch - 12th March**
- **Demonstrate Leadership on Employment & Skills through BITC**