

# Winning together for our people and our planet

Sustainability Report 2023



# Contents

- 3 A year of progress - Mike Norris, CEO
- 4 Winning together for our people and our planet
- 7 Sustainability and our strategy
- 9 Winning together with our customers - Clare Parry-Jones

## People

- 12 Our business is about technology. But first of all, it's about people.
- 13 Creating a positive impact
- 14 Diversity and inclusion
- 16 Employee experience and wellbeing
- 17 Learning and development
- 17 Community engagement
- 18 Human rights
- 18 Health and safety

## Planet

- 19 Ensuring sustainable operations
- 20 Our sustainable operations strategy
- 23 Insight: Emissions reporting at Computacenter

## Solutions

- 25 Sustainable solutions for our customers
- 26 Q&A - Mo Siddiqi, Group Development Director
- 28 Circular Services
- 29 Technology advisory and technology lifecycle
- 30 Insight: Making a real difference

## Governance

- 32 Ethics and compliance
- 36 Task Force on Climate-Related Financial Disclosures



## A year of progress

2023 was a year of progress for our sustainability ambitions. In June, we became one of the first in our industry to be approved by the Science-Based Targets initiative (SBTi) for our near-term, long-term and Net Zero targets. This milestone followed us becoming Carbon Neutral for Scopes 1 and 2 in 2022, which we also maintained this year.

We also conducted our groupwide Employee Survey - something we run every two years - and we're proud to have seen increases in both our Sustainable Engagement and Inclusion scores. It's good to know we are on the right path with our people.

Sustainability is an enduring commitment for us. We take pride in the milestones we've achieved so far, and we're setting goals that help us make a difference while meeting the needs of our stakeholders. This year, we are sharing our newest sustainability ambition which will be underpinned by our Circular Services capabilities.

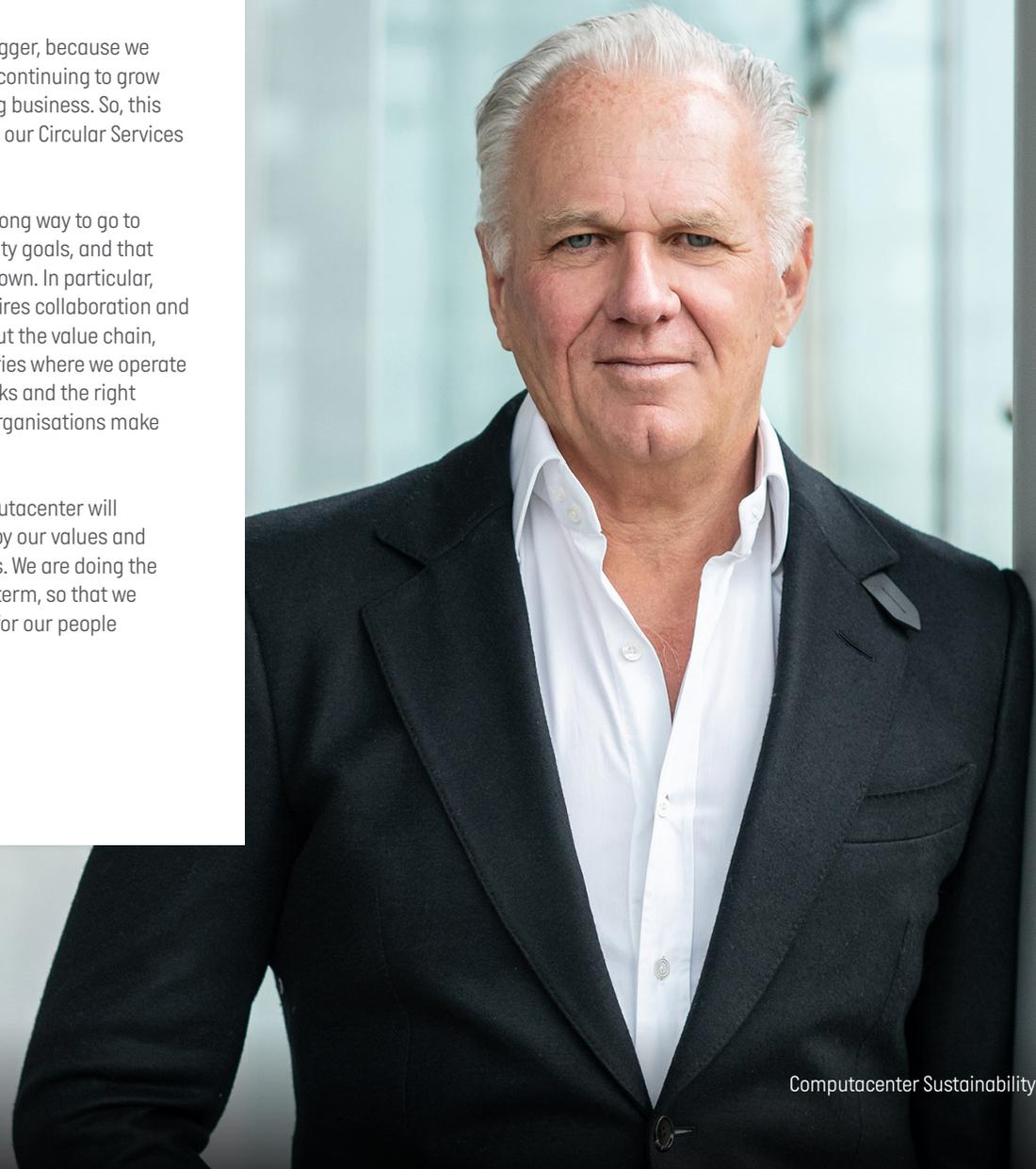
Our long-term objective is to recover a device for every new device we sell. This is a big goal

that will keep getting bigger, because we have every intention of continuing to grow our Technology Sourcing business. So, this means we need to grow our Circular Services business even faster.

We know there is still a long way to go to achieve our sustainability goals, and that we can't do it all on our own. In particular, achieving Net Zero requires collaboration and transparency throughout the value chain, and relies on the countries where we operate having policy frameworks and the right infrastructure to help organisations make sustainable choices.

In the meantime, Computacenter will continue to be shaped by our values and guided by our principles. We are doing the right thing for the long term, so that we keep winning together for our people and our planet.

**Mike Norris**  
Chief Executive Officer



# Winning together for our people and our planet

The way in which we conduct our business has always been as important as what we do, which is why we have always been shaped by our values and guided by our principles. When it comes to sustainability, our values and principles drive our strategy of winning together for our people and our planet.

Each pillar of our sustainability strategy is owned and led by an Executive team member, reflecting our focus and commitment to achieving our sustainability goals.



## People

Our people pillar is led by Sarah Long, Chief People Officer, and houses our Social Strategy. Our goals in this pillar focus on our people and the people in our communities - both in the places that we operate and up and down our value chain. We are committed to being a company that offers fair and equal access to everyone and where every person feels engaged, included and able to fulfil their potential.

We drive initiatives that foster employee engagement and contribute to diversity and opportunity throughout every stage of the career lifecycle.

Our Social Strategy also addresses how we engage with the communities around us, including social and charitable initiatives, and the rights of people within our value chain.

## Planet

Our planet pillar is led by our Group Development Director, Mo Siddiqi, and addresses our direct and indirect environmental impact. Our Sustainable Operations Strategy, which underpins this pillar, considers the overall impact of our activities throughout the value chain, recognising the critical importance of topics such as emissions,

biodiversity and waste in the preservation and protection of the environment.

Our Net Zero transition plan also forms part of the planet pillar, with initiatives across the value chain to drive down emissions in line with our SBTi-approved 2040 Net Zero goal.

## Solutions

Mo Siddiqi, Group Development Director, is also responsible for leading our solutions pillar, which focuses on delivering solutions and services that help our customers to achieve their sustainability goals.

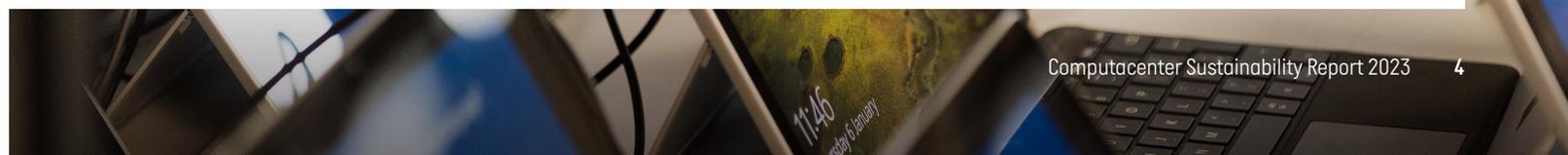
chain - from how a product is manufactured to how it is used and ultimately how it is handled at the end of its usable life.

Our customers are developing their own carbon reduction plans, which requires transparency throughout the value

We support our customers at every stage of this process, with a particular focus on leveraging our expanding Circular Services.

## Governance

We govern our business with integrity, ensuring we have clear policies, decision-making frameworks and risk management processes. Our commitment to ethics and compliance supports all of our sustainability commitments.





## Sustainability strategy framework

We focus on the areas that are most important to our stakeholders and our business, and where we can make the biggest difference. The strategy has three pillars (people, planet and solutions) and is underpinned by communication, governance, standards and frameworks. Each pillar is owned by a member of the Group Executive, which ensures alignment and accountability across the organisation, engaging and empowering our people to achieve our sustainability goals.



Considering the long term is one of the values on which Computacenter was built, it's a part of everything we do, and lies at the heart of our sustainability strategy."

**Mike Norris**  
Chief Executive Officer

## Winning together for our people and our planet

### People

Creating positive impact for our people, customers and communities

**Executive owner:** Sarah Long, Chief People Officer

### Planet

Ensuring sustainable operations and delivering our Net Zero 2040 plan

**Executive owner:** Mo Siddiqi, Group Development Director

### Solutions

Offering sustainable solutions for our customers

**Executive owner:** Mo Siddiqi, Group Development Director

### Communication

Sharing our strategy with our stakeholders.

**Executive owner:** Mo Siddiqi, Group Development Director

### Governance

Underpinning accountability, investment plan, compliance and reporting.

**Executive owners:** Chris Jehle, Chief Financial Officer, and Mike Norris, Chief Executive Officer

## Standards and frameworks



ecovadis



TCFD

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



# 2023 highlights

## SBTi targets approval

We were among the first in our industry to have our near-term, long-term and Net Zero targets approved by the SBTi



## Group emissions performance over time (metric tonnes)

### Total Scope 1 and 2 emissions

-9.4%

2023	4,001
2022	4,416
2021	5,210
2020	13,856
2019	19,808

### Per £1m of gross invoiced income

-18.4%

2023	0.40
2022	0.49
2021	0.75
2020	2.55
2019	3.92

### Per employee

-16.7%

2023	0.20
2022	0.24
2021	0.30
2020	0.83
2019	1.25



### People

**3,300**

new starters from 100,000 applicants

**24.3%**

of our most senior leaders are women



### Planet

**>2.5m kWh**

of electricity generated by our own solar farms

**>75%**

of Group energy usage is from renewable sources



### Solutions

**>2m**

items processed through our Circular Services division

**117,156**

tonnes of carbon avoided through reuse of assets (redeployment and remarketing)

# Sustainability and our strategy

**We recognise that the long-term future of our company, our people and our planet relies on an enduring commitment to sustainability. This is why our sustainability strategy - winning together for our people and our planet - guides us in all that we do, starting with our purpose.**



## Our purpose

Our purpose is helping our customers change the world, and it is the driving force behind everything we do. We recognise that we do not change the world ourselves, but with our help, our customers make world-changing decisions, investments and actions every day.

Our customers are some of the world's largest corporate and public sector organisations, and we help them to realise transformative benefits of technology for their businesses, their people and the world. They place their trust in our technology and services expertise, knowing that we are dedicated to helping them achieve their goals. Our customers choose to work with us and stay with us for the long term, and rely on us for our responsible and sustainable business practices.

## Our strategy and business model

Our strategy has three core areas of focus; our clear target market, building scale and competitive advantage, and empowering our people to meet the needs of our customers faster. Our Group Operating Model is designed to support our strategy - putting customers at the heart of everything we do and meeting their needs efficiently, wherever they are, now and for the long term. Our strategy and business model are underpinned by our sustainability strategy and the values and principles that guide us.

Our strategic investment programmes build resilience, scalability, and sustainability through our operations, aligned to the market drivers and challenges that affect our target market customers.

## Our values - Winning Together

These are the values on which Computacenter was built, and they are the values on which we will continue to grow.

### We win by:

- Putting customers first
- Keeping promises

### We do it together by:

- Understanding people matter
- Considering the long term

## Our ambitions

Driving long-term value for our stakeholders is reflected in our ambitions:

- Our customers will strongly recommend us
- We'll be the preferred route to market for technology vendors
- People will want to join us, stay with us, and grow with us
- We'll be a trusted, agile and innovative provider of technology and services across the world

## Sustainability and our strategy

We measure our progress using three core sets of Key Performance Indicators (KPIs):

### 1. Strategic KPIs

Measuring how effectively we are executing our strategy, ensuring alignment with our overarching goals.

- Customer relationships
- Services growth
- Productivity

### 2. Financial KPIs

Tracking our financial performance and stability.

- Revenue (£m)/Gross invoiced income (£m)
- Gross profit (£m)
- Adjusted diluted EPS (p)
- Adjusted net funds (£m)

### 3. Sustainability KPIs

Appraising our progress across our three key sustainability pillars.

- Employee engagement
- Net Zero roadmap
- Devices recovered

Measuring our progress helps all of our stakeholders understand our priorities and achievements.

By incorporating sustainability measures within our critical KPIs we ensure that we are continually guided by our principles in everything we do.

# Winning together with our customers

## A conversation with Clare Parry-Jones

**Clare Parry-Jones is currently the Sales Enablement Director for Europe, and with over 17 incredible years at Computacenter she has a wealth of experience in customer-centric roles at local, regional and groupwide levels. Her most recent post prior to building the European Sales Enablement function was Interim Managing Director for the UK business during 2022. Clare is no stranger to challenging, interesting and rewarding customer conversations!**

Clare is one of the founding Sustainability Champions for Computacenter, a role she shaped when supporting the development of Computacenter's Sustainability Strategy. She's a passionate ambassador for all things ESG, and her enthusiasm is contagious.

"With sustainability, it's about everyone raising the bar across the board," says Clare, "When I talk to our customers about our Sustainability Strategy, it isn't about competing for their business, it's about everyone - us, our technology vendors, our customers, our competitors and the wider industry, too - working together to leave our environment and the society around us in a better position than when we started."

"That said," Clare adds, "whenever I speak with a customer about sustainability, it leads to exciting, fresh opportunities to partner

"Having worked with customers at Computacenter for over 17 years, I can say that it's fairly rare for a topic to be given significant focus that then doesn't become somehow entangled with competitive differentiation. But that's just one of the ways in which sustainability is a different conversation altogether."

with them and to help them achieve their goals. It's one of the reasons being a Sustainability Champion continues to be so rewarding - I'm understanding our customers on a different level, and then finding new ways to build long-term trust with them."

Clare is down to earth when it comes to ESG at Computacenter. "Sustainability is core to our values and principles; it has always been a part of what we do but we aren't claiming to be experts on the subject!" she explains, "In fact, I think it's fair to say that everyone is still looking for information, insight, answers, and ideas at the moment. There's still a lot of work for everyone

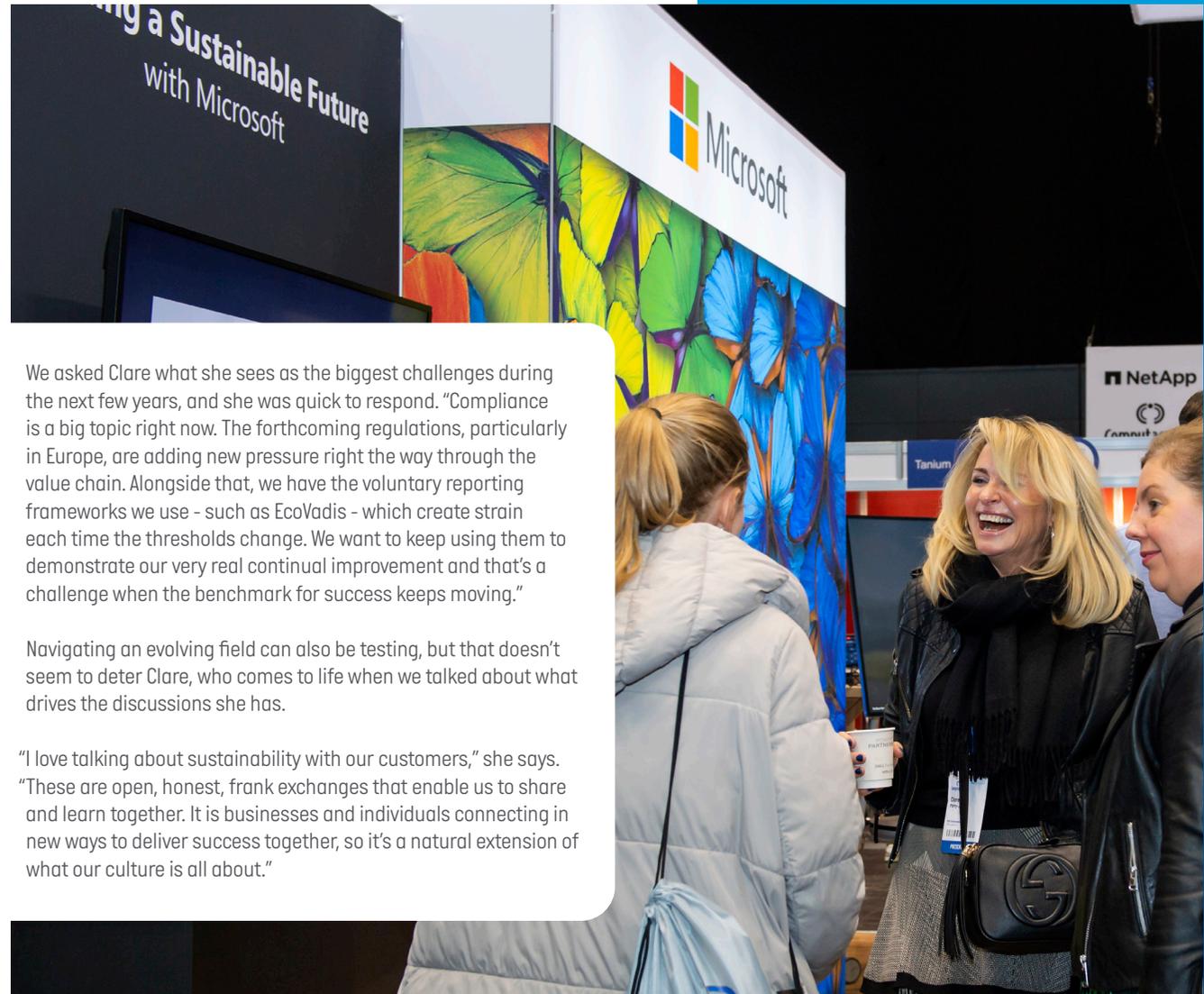


to do to get to that understanding of the real impact throughout the value chain - only then can they form the detailed plans of action needed to achieve their targets. The intent is there, and the commitment, but there's work to do and more to learn."

We asked Clare whether there were consistent themes in the conversations she has been having with customers.

"Our customers are no different to us. Often a large portion of their environmental impact stems from their value chain, largely beyond their immediate control. They're keen to understand our sustainability approach and get assurances about our ongoing efforts toward improvement - because achieving our own goals helps them to achieve theirs."

And what about when it comes to Computacenter's Services? Clare explains, "It's all in the points of interaction and overlap, whether that's selecting and buying goods, receiving services, or disposing of assets at the end of their use. These are our core services - they underpin every long-standing customer relationship that we have. So, what's interesting in these conversations is you quickly realise that our customers don't need us to be experts in sustainability at all, they need us to be experts in what we do! And then it's about converting that expertise into meaningful actions, metrics and targets that bring to life the environmental and social impact we have today and where we want to get to tomorrow."



We asked Clare what she sees as the biggest challenges during the next few years, and she was quick to respond. "Compliance is a big topic right now. The forthcoming regulations, particularly in Europe, are adding new pressure right the way through the value chain. Alongside that, we have the voluntary reporting frameworks we use - such as EcoVadis - which create strain each time the thresholds change. We want to keep using them to demonstrate our very real continual improvement and that's a challenge when the benchmark for success keeps moving."

Navigating an evolving field can also be testing, but that doesn't seem to deter Clare, who comes to life when we talked about what drives the discussions she has.

"I love talking about sustainability with our customers," she says. "These are open, honest, frank exchanges that enable us to share and learn together. It is businesses and individuals connecting in new ways to deliver success together, so it's a natural extension of what our culture is all about."

# People

## Creating a positive impact



inclusion score  
Group Employee Survey 2023



of our most senior leaders  
are women

>40

charities supported through  
fundraising and volunteering

>9 years

average length of service  
across our people



### Our material SDGs



#### Ensure healthy lives and promote wellbeing for all at all ages

We support the mental and physical wellbeing of our employees by ensuring that our people have quality working lives and feel safe to be themselves.



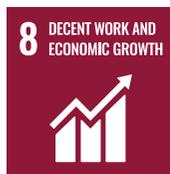
#### Ensure inclusive and equitable quality education and development and promote lifelong learning opportunities for all

We work to remove barriers that exist in our local societies, creating employment, training and educational opportunities, particularly in IT careers.



#### Achieve gender equality and empower all women and girls

We continue to work towards achieving a better gender mix in a male-dominated industry.



#### Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

We maintain high standards of employment for our people and work with our value chain to build resilience and decent work.



#### Reduce inequality within and among countries

We continue to foster an environment that enables our people to speak openly and ensure they have the knowledge they need to promote a positive and inclusive environment for all.

## Our business is about technology. But first of all, it's about people.

We are a service company, and our customers depend on us to underpin their own businesses. We could not be effective without the extraordinary commitment and hard work of our people. We now employ over 20,000 people across 22 countries. Together, we've created a 'can-do', customer-centric culture in which our people are empowered to make responsible decisions that help us meet the needs of our customers faster. People matter and are encouraged to thrive.

We work hard to maintain our culture and to attract, develop and reward talent, which is essential to creating value and success for our customers.

Our people strategy is designed to help ensure we engage and motivate our people throughout their careers. One of the ways that we help to recognise our people is through our global recognition platform, 'Bravo!'. This allows our people from across the business to say 'thank you' and recognise each other for their contribution to our customers, our business and to each other. In mid-2021, we launched our 'Bravo Stars' programme which allows people to nominate their peers for bronze and silver awards which carry a higher number of Bravo! points. During 2023, we issued 150 bronze, 177 silver and 16 gold awards across 15 countries.

Here are a few of our gold award winners in 2023.



### Group Employee Survey

In our 2023 Group Employee Survey, we achieved a score of 83% for sustainable engagement, and 88% for inclusion. These scores help to give us confidence that we have created a culture where people want to stay with us, grow with us, and feel that they belong with us.



### Our values

### Winning Together



These are the values on which we built this company and they are the values on which we will continue to grow

#### Putting customers first

We work hard to get to know our customers, understand their needs and put them at the heart of everything we do. This lets us use our skills and experience to help them in the right way at the right time.

#### Keeping promises

We're straightforward, open and honest in all of our dealings. We're pragmatic and do our very best to keep our promises. When that's difficult, we help our customers find other ways to solve their problems.

#### Understanding people matter

We're committed to being diverse and inclusive. We build supportive, rewarding relationships and celebrate success. We're proud of the people we work with and we treat people as we expect them to treat us.

#### Considering the long term

We're building a sustainable and efficient business for the long term. This leads our decisions and actions and helps people trust us.

## Creating a positive impact

We are committed to creating a positive impact for our people, our customers and our communities, by building an engaged and inclusive workforce and delivering social value through meaningful action.

### Our people



Attracting, retaining and developing the best talent in the market to deliver service excellence for our customers

Building a highly engaged, inclusive and ethical workforce

Creating a working environment which our people and our customers are proud of

### Our customers and communities



Delivering social value through:

Leveraging technology vendor networks

Charity partners

Schools and university outreach

Focus on where we can take meaningful action aligned to five of the UN Sustainable Development Goals

**Enabling our people to use their passion to create positive and impactful change within Computacenter, our customers, and our communities**

**Attracting, developing and retaining the best talent to build a highly engaged, inclusive and ethical workforce.**

With over 20,000 employees, and an average length of service of over nine years across the Group, our ambition as an employer is to attract, retain and develop the best talent in the market, to deliver service excellence for our customers.

### What our people tell us

Our comprehensive Group Employee Survey reviews all aspects of how our people feel about working at Computacenter. The survey is undertaken every two years, most recently at the end of 2023.

We are proud that our sustainable engagement and inclusion scores place us ahead of industry benchmarks, reflecting our values and principles that help our people feel they can be themselves at work, and are motivated and enabled to deliver their best performance.

**Group participation**



**Sustainable engagement**



**Inclusion score**



## Diversity and inclusion

**We strive to create a culture where everyone feels that they belong and can be themselves. We are an organisation where people are valued, respected, and supported to reach their full potential.**

At Computacenter we define our approach to Diversity and Inclusion [D&I] in the following way:

**Diversity:** Making sure that all our systems and processes, and our organisational culture, allow us to attract, retain and promote diverse talent.

**Inclusion:** Creating a working culture where everyone can be themselves, and where they are valued, respected, supported to reach their full potential, and have a sense of belonging.

Fundamentally, D&I at Computacenter is about ensuring that everyone feels that they are included and are given equal opportunity in every respect, throughout their whole career.

To play our part in increasing diversity in the technology industry, we are committed to supporting women to reach their goals and role model the possibilities for future generations.

We have developed specialist personal and leadership development programmes for women, including our Growing Together programme for our mid-level women employees that focuses on networking, engagement, and education, and our Leading Together programme, supporting our most senior women (those that operate at either of two levels below the Group Executive). Nearly 50 women from across the Group participated in these programmes during 2023.

Underpinning our D&I approach, our Equality and Respect at Work policies set out our commitment to zero tolerance of discrimination relating to someone’s personal attributes, including race, colour, religion, sex, sexual orientation, gender identity or expression, national origin, age, disability, marital status, pregnancy, citizenship, genetic information, socio-economic status, caste, or any other personal characteristic, trait or status that is protected by law. Any concerns can be raised through our in-country grievance processes or in accordance with the Group Speak Up (whistleblowing) policy.

Equal opportunity at Computacenter extends to all aspects of the employment relationship, including hiring, promotions, working conditions, compensation, and benefits, and is a principle reflected in our people policies and upon which our decisions are made. We have dedicated D&I managers in the UK and North America who work closely with our HR managers and business partners to embed D&I into our people plans.

We are committed to ensuring that our disabled employees have equal access to opportunities. We have improved our data systems, enabling us to analyse disability related recruitment trends in each location and identify areas for improvement.

- We are a Disability Confident Employer in the UK. Our recruitment process is inclusive and accessible, and we support people with disabilities throughout their career with us.
- In France, we work with the Association de Gestion du Fonds pour l’Insertion Professionnelle des Personnes Handicapées [AGEFIPH], which promotes the employment of people with disabilities in France, to improve our disability policy.
- In Germany, we work with the Federal Employment Agency to ensure that all open vacancies are posted on its job board and are accessible to disabled people. Our internal severely disabled committees [SBV] are informed and involved in the application process for candidates with disabilities.

We are building a strong pipeline of women talent empowered and equipped to play a significant role in the leadership of our business.

	2023		2022	
	Women	Men	Women	Men
Board	3	6	3	6
Senior Managers	27	66	34	83
Other Employees	5,579	14,341	5,495	14,476
<b>Total</b>	<b>5,609</b>	<b>14,413</b>	<b>5,532</b>	<b>14,565</b>



**Sustainability in action!**

We’re proud that 26 women at Computacenter have been recognised by external awards in 2023 - including four winners and two highly commended in the CRN Women in IT awards in the UK, and three winners in the IT Women of the Year 2023 awards in Germany!

Our D&I actions are guided not just by our policies, but by the things that matter most to our people. Our Employee Impact Groups, Forums and Networks help us to bring our D&I topics to life, with collaboration, learning opportunities and events in areas such as gender, culture, wellbeing, and Pride. Our 2023 highlights include:

- 'Inclusion Series' webinars where we shared and learned about Pride, disability, neurodiversity, and generations.
- New Group-wide Inclusive Leadership Programme designed to help build and foster an inclusive culture.
- Our first Group-wide information and engagement campaign to mark World Autism Acceptance Week, which helped to raise awareness of neurodiversity and was met with overwhelmingly positive feedback.

Our Equality and Respect at Work, and talent management policies help ensure that we identify and develop the best talent regardless of gender, ethnicity, or social background, or any other personal attributes. As people join us we ask them to provide us with diversity-related data (where permitted), which is used to identify trends in line with our aims and ambitions. An example of an outcome from this is that we track the improved gender mix within our business. We have seen an increase in women in our organisation from 2018, where 24.27% of employees were women, to 2023 where the proportion had grown to 28.09%. The proportion of women in our senior leadership team has increased by over 11.4% since 2020 (as reported in the FTSE Women Leaders public reporting).

The selection process applied depends on the nature of the role and its seniority. In 2023, we enhanced the way that we assess both internal and external candidates for leadership roles, with a standardised global approach covering both key leadership behaviours and situations. We have built a Group-wide interviewing skills learning programme that supports our recruitment practices.

## Gender and ethnicity of our Board and Executive team

As at 31 December 2023 and the date of this report is set out below. The information was collated on a self-reporting basis. The Board and the Group Executive Committee were provided with the table, and asked to complete how they identify.

	Number of Board members	% of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in Executive Management	% of Executive Management
<b>Gender</b>					
Male	6	67%	3	7	78%
Female	3	33%	1	2	22%
Other categories	-	0%	-	-	0%
Not specified/prefer not to say	-	0%	-	-	0%
<b>Ethnicity</b>					
White British or other (including minority-white groups)	8	89%	4	8	89%
Mixed/multiple ethnic groups	-	0%	-	-	0%
Asian/Asian British	-	0%	-	1	11%
Black/African/Caribbean/Black British	1	11%	-	-	0%
Other ethnic group including Arab	-	0%	-	-	0%
Not specified/prefer not to say	-	0%	-	-	0%

## Employee experience and wellbeing

**We are dedicated to creating a workplace that promotes positive physical, mental, financial and social wellbeing.**

Our strategy for wellbeing encompasses immediate support as well as long-term positive and preventative approaches, to help our people at work and at home, and is focused on four key areas: physical, mental, financial and social wellbeing.

We have an Employee Assistance Programme in each country, enabling our people to access specialist wellbeing support, underpinned by the Humanoo 'Be Well' mobile app which offers over 3,000 wellbeing courses. Our Healthy Leadership training programmes for managers provides expert advice and guidance on how to identify signs of individual and team stress and look after the wellbeing of their team. Computacenter is also part of the National Forum for Health and Wellbeing, a UK charity that specialises in helping local communities take more responsibility for protecting and managing their own health.



Pay for performance is at the heart of our reward philosophy, and we align remuneration with each employee's contribution while meeting applicable legislative requirements, including national minimum wages and equal pay. Pay reviews are undertaken annually for all Group employees, as detailed in our Pay Policies. The Remuneration Committee reviews our workforce remuneration and related policies, helping to ensure that we align our incentives and rewards with our culture and strategic imperatives.

Some examples of this are:

### Investing in our people

- Future talent programmes that provide guided roles and training for the younger generations beginning their careers with Computacenter.
- Bespoke, targeted development programmes.
- Learning and development opportunities, including externally recognised technical accreditations, Computacenter best practices, and soft skills.

### Rewarding our people

- Annual pay reviews that align pay with each person's contribution to their job and to the market rate, using competitive market data and functional benchmarks.
- Where applicable, variable pay models that reflect organisational performance and individual contribution.
- Commission schemes aligned to growth.

Our global recognition tool 'Bravo!' helps us to foster a high-performance culture through recognising and rewarding one another's great performance. Alongside instant peer-to-peer recognition, employees can nominate colleagues for awards, recognising exceptional performance. The scheme also allows employees to donate the value of their rewards to one of our chosen charities.

**From attraction and throughout the whole employee journey, we focus on our people having the best employee experience they can.**

In a competitive talent marketplace, we hired over 3,300 new starters during 2023, from more than 100,000 candidate applications.

Our recent external recognition includes:

- Top Employer 2024 in UK and Germany
- Great Place to Work 2023 in UK and India
- Investors in People Silver 2023 in the UK

We know that engagement is key to our success and that highly engaged employees help us deliver better outcomes for our customers. Our forums for engaging with our people include Works Councils covering seven countries across Europe, a UK National Forum, 13 recognised trade unions, and over 200 elected employee representatives. In other countries the employee voice is represented by people panels and employee groups.

Our Employee Impact Groups (EIGs) give employees the opportunity to help shape and drive sustainable change, with country-specific EIGs focusing on in-country priorities such as ethnic diversity, climate change, gender, and wellbeing. Each group has an Executive sponsor aligned with representation from all areas of the business.

Ros Rivaz is our nominated Non-Executive Director aligned to our people and regularly engages with employee groups from across the business, reporting feedback and insight directly to the Board.

## Learning and development

Our learning culture means that we ensure our people have access to and engage in continuous, career-long development, starting with developing our next generation through early careers in science, technology, engineering and mathematics (STEM).

Our Future Talent programmes develop the next generation of professionals through an innovative, focused and flexible approach to apprenticeships, industrial placements and graduate programmes. In 2023, a total of 667 new starters joined these important early-career programmes.

Talent management and the learning and development of our people is always an investment focus. We ensure we provide continuous growth opportunities. Career pathways provide guided learning, built around the skills and competencies required for each role, allowing our people to grow individually as they develop their careers.

Our values underpin our leadership behaviours and guide our leadership recruitment and development. In 2023, a total of 353 of our leaders participated in our flagship leadership programmes which support them in role modelling and growing our business for the long term. This was further supported by the rollout of our new Inclusive Leadership programme and our new global approach to leadership development.

Our outreach and mentoring programmes with schools, universities and charities help to promote STEM career opportunities for all including; women in technology, attracting talent from ethnic minorities, people with disabilities, and young people from disadvantaged backgrounds. During 2023, in the UK alone, our employees gave 1,072 hours to community outreach programmes.

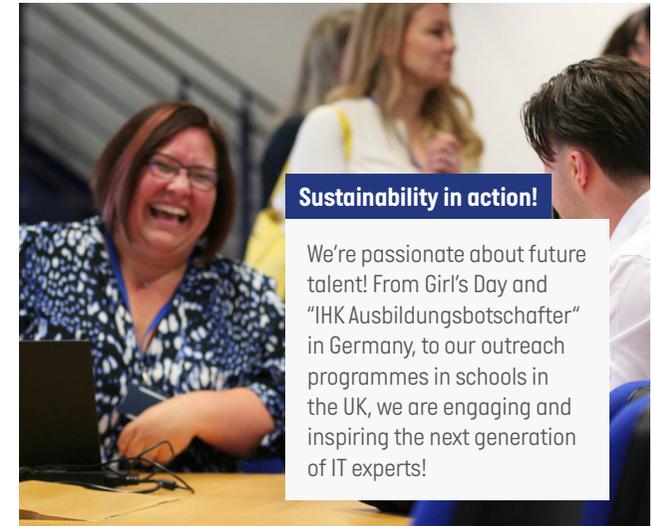
## Community engagement

We enable our people to positively contribute to the communities that we are a part of to drive forward our sustainability focus areas, including working with our technology vendors and the wider industry to drive change around topics that are important to our business, our customers, and our people.

We are proud to work in our local communities, often alongside our customers and partners, to drive change and make a real impact. In 2023, our activities across our various locations included forest, city, and beach clean ups in our communities, as well as collection drives, crafting and sales and auctioning for local community-based charities. We have donated 700kgs of items in partnership with charities and NGOs in the UK and India, and our volunteer schemes in North America and Germany have seen over 180 people, including customers and partners, supporting local community clean-ups.

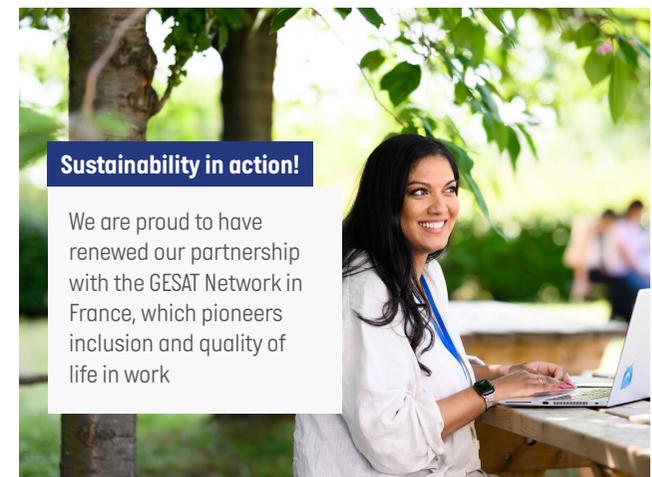
Our community work is guided by our sustainability strategy and our ethics-related policies, which set out how we should interact with the communities and environment around us. Local teams are responsible for ensuring community work aligns with our policies and values, and they are supported by representatives from HR and the sustainability team where needed.

We support initiatives to raise money for charities, including activities proposed and run by our employees. We fundraise through donations, events and Give as You Earn options. Our people help us to choose the charities that we support each year. Nominated charities are reviewed by an HR-led panel in accordance with our guidelines. During 2023, together with our people, we supported over 40 charities.



### Sustainability in action!

We're passionate about future talent! From Girl's Day and "IHK Ausbildungsbotschafter" in Germany, to our outreach programmes in schools in the UK, we are engaging and inspiring the next generation of IT experts!



### Sustainability in action!

We are proud to have renewed our partnership with the GESAT Network in France, which pioneers inclusion and quality of life in work

## Human rights

### We understand our responsibility to respect and support human rights.

We have adopted the principles of the leading international standards and conventions on human rights across our business dealings, in particular the UN Global Compact (signatories since 2007), the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the UN Conventions on Rights of the Child, and fundamental conventions of the International Labour Organization (ILO). For Computacenter, our human rights considerations fall within two areas: (i) protecting the rights of our employees and, (ii) ensuring that we are not complicit in human rights abuses within our supply chain.

The human rights of our employees are addressed by our people policies and our understanding of and compliance with local labour laws wherever we do business. This includes our Health and Safety, Respect and Equality at Work policies and our disciplinary and grievances processes. Our Group Ethics Policy sets out our commitment to observing the highest ethical standards in our business conduct, as these relate to the rights and treatment of individuals.

Our Group Speak Up (whistleblowing) policy explains how our people and anyone in our supply chain can report any concerns they may have through the independent provider Safecall. The details of Safecall are publicised internally through an annual, multi-channel communications campaign, and are included in all of our compliance training. Any concerns raised are fully investigated, with oversight from the Director of Group Legal and Compliance and Chief People Officer.

In 2023, there were no issues raised within the Company that related to human rights breaches.

### Human rights in the value chain

We work with a diverse set of suppliers, who play a key part in the success of our business. When selecting suppliers, we ensure that our terms of engagement are clear and that they support both our Group values and our wider sustainability objectives.

Onboarding of suppliers for most countries is managed by the Supplier Advisory and Monitoring team. The team uses a standardised onboarding process, which is underpinned by a supplier management platform to drive greater consistency, automation, visibility, and risk management. Our approach ensures that each supplier self-assesses on several topics, including sustainability issues, and accepts the standards set by key Computacenter policies, such as IT Security, Anti-Bribery and Corruption, through our Supplier Code of Conduct. This code of conduct sets out the 10 principles in the UNGC, which include human rights, modern slavery, anti-bribery and corruption, and environmental matters. Suppliers are asked to adhere to our Supplier Code of Conduct prior to their inclusion within our value chain. Any issues arising through our onboarding process are reported to Group Compliance.

Those within our value chain are informed of Safecall and the requirement to report any concerns they may have, via our Supplier Code of Conduct. Our Group Speak Up (whistleblowing) policy is also published on our company website to ensure that it is easily accessible to anyone within our value chain.

In 2023, there were no issues raised within the Company that related to modern slavery or human trafficking in our value chain. We remain committed to our obligations for transparency in our approach to combatting modern slavery and upholding human rights. Our full Modern Slavery Statement can be found on our website.

## Health and safety

We are committed to providing safe and healthy workplaces. Our policy is that, so far as is reasonably practicable, we will create and maintain an environment that is committed to eliminating or reducing health and safety risks to employees, customers, suppliers, contractors, visitors, and members of the public. Our health and safety approach is identifying and controlling hazards and preventing incidents, particularly those involving personal ill-health, injury and damage to equipment or property.

We also investigate near misses as an essential part of preventing future incidents. All line managers are required to ensure that the policy is implemented within their areas of responsibility and employees must take reasonable care of their own health and safety, and that of others who may be affected by what they do. Failing to observe the policy can result in disciplinary action. We offer health and safety training, for example covering display screen equipment, manual handling, environmental awareness, and safe driving. The Group continues to comply with all relevant health and safety legislation in all the countries in which we operate. This is monitored using appropriate tools, controls, and measures, which form part of our overall compliance management.

### Our health and safety performance for UK, Germany, and France.

	AIR		AFR	
	2023	2022	2023	2022
UK	1.53	1.05	0.19	0.19
Germany	3.83	2.69	0.31	0.16
France	2.92	2.45	0.54	0.45

The Accident Incident Rate (AIR) is the number of accidents per 1,000 employees and the Accident Frequency Rate (AFR) is the number of accidents per 100,000 working hours. Following the continued return of increased numbers of employees to the offices, there has been a corresponding increase in on-site accidents that resulted in minor injuries.

# Planet

## Ensuring sustainable operations

We have a longstanding commitment to sustainable operations and take a responsible approach to reducing our direct and indirect environmental impacts.



### >2.5m kWh

of electricity generated by our own solar farms

### >75%

of Group energy usage is from renewable sources

### One of the first

in our industry to have our emissions reduction targets approved by SBTi

### CO<sub>2</sub> neutral

for second year

### Our material SDGs



**Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation**

We act responsibly as a business to make a positive impact within our industry and wider communities.



**Ensure sustainable consumption and production patterns**

We will work with our technology vendors and customers to promote sustainable technology sourcing, supported by our own Circular Services solutions.



**Take urgent action to combat climate change and its impacts**

We continue to take action to reduce our climate impacts, both direct and indirect, aligned to Science-Based Targets.

### Our Targets

#### 2022

**Carbon neutral**  
for Scope 1 & 2

Achieved through increases in our own renewable energy generation, continued investment in energy efficient solutions, increasing the use of renewable energy sources and carbon offsetting credits.



Complete

#### 2032

**50% reduction**  
for Scope 3 from 2021 baseline

Scope 3 emissions include all other indirect emissions, such as our business travel and transportation, as well as those from sources that we do not own or directly control, including our value chain, which constitutes most of our Scope 3 emissions.



On track

#### 2040

**Net Zero**  
for Scopes 1, 2 & 3

Computacenter has committed to this standard for carbon reduction plans aligned to the Paris Agreement, committing to limit the global temperature rise to 1.5°C above pre-industrial levels.



On track

# Our Sustainable Operations Strategy

Core to our planet pillar is our Sustainable Operations Strategy, which sets out our areas of focus in which we will invest and innovate to achieve our environmental goals. The Sustainable Operations Strategy has three key topics:

## 1. Energy & Natural Resources



**Scope**  
The energy we use at our facilities, and the energy we purchase.

- Priority initiatives**
- Renewable energy
  - Solar farms
  - Lower-carbon footprint facilities
  - Energy-efficient lighting

## 2. Travel & Operations



**Scope**  
Our business travel, commuting, IT operations, capital goods, and downstream transportation.

- Priority initiatives**
- Carbon travel levy
  - IT infrastructure
  - Hybrid working
  - Company vehicles
  - Downstream transportation

## 3. VAR Value chain



**Scope**  
Our purchased and resold products and services, use and end-of-life treatment of sold products, and upstream transportation.

- Priority initiatives**
- Technology vendor Net Zero plans and sustainability initiatives
  - Customer collaboration
  - International capabilities

Our Sustainable Operations Strategy underpins our Net Zero transition plan, which aims to achieve our SBTi-approved Net Zero target in 2040.

### Net Zero 2040

Our near-term, long-term and Net Zero targets were approved by SBTi in June 2023, making us amongst the first in the industry to publish comprehensive, validated science-based emissions-reduction targets.

On our journey to Net Zero, we achieved our first goal of becoming carbon neutral for Scope 1 and 2 emissions in 2022, and we maintained this for 2023. To achieve this, we offset the small amount of residual emissions that could not be removed using accredited Gold Standard (GS) carbon removal schemes. The GS is a voluntary carbon offset programme focused on progressing the United Nation’s Sustainable Development Goals and ensuring that projects benefit their neighbouring communities.

### Energy usage

In 2023, the Group consumed 9m kWh of Scope 1 energy (United Kingdom operations: 1.96m kWh), and 40.5m kWh of Scope 2 energy (United Kingdom operations: 17.5m kWh). In 2022, the Group consumed 9.7m kWh of Scope 1 energy (United Kingdom operations: 2.8m kWh), and 35.8m kWh of Scope 2 energy (United Kingdom operations: 16.2m kWh). We benefit from electricity generation from our solar panel installations in Hatfield, United Kingdom, Kerpen, Germany, Livermore, California, and, most recently, Moordrecht, Netherlands.

In total we have the capacity to generate over 4m kWh of our own electricity, avoiding up to 1,994 tonnes of annual CO2e. In addition to generating our own electricity, we source renewable energy for our operations in multiple countries, including across Europe and the US. In total, we consumed 30.4m kWh of renewable energy in 2023, avoiding 11,958 tonnes of annual CO2e.

### Travel

We have a target to reduce emissions from business travel by up to 35% by 2025, compared to the baseline in 2019. While the target remains challenging to achieve given the Group's growth, we continued to develop initiatives, including our carbon travel levy, to support this ambition.

### Materials usage and waste

Materials include the packaging we use in our Integration Centers and the packaging our technology vendors use when transporting goods to us. This category also includes items we mail and our use of single-use plastics. Initiatives to drive efficient material use and minimise landfill are part of our Sustainable Operations Strategy. Nearly all plastic bags are now either retained to be reused or separated and collected for dedicated plastics recycling. We send as little waste as possible to landfill and closely monitor recycling performance for materials such as plastics, paper and cardboard.

### Greenhouse gas (GHG) emissions

The Group is required to state the annual quantity of emissions from its activities, in tonnes of carbon dioxide equivalent, which can be found below. Further details of our environmental policies and programmes can be found on our website: [computacenter.com](https://www.computacenter.com).

#### Scope 1 emissions

Includes: combustion of fuel and refrigerants loss.

Metric tonnes of CO<sub>2</sub>e

2023	1,747
2022	1,979
2021	1,908
2020	5,640

#### Scope 2 emissions

Includes: electricity, heat, steam and cooling purchased for own use.

Metric tonnes of CO<sub>2</sub>e

2023	2,254
2022	2,437
2021	3,302
2020	8,216

### Emissions performance over time (metric tonnes)

	2016	2017	2018	2019	2020	2021	2022	2023
Total Scope 1 and 2 emissions	25,518	22,662	19,741	19,808	13,856	5,210	4,416	4,001
Per £1m of gross invoiced income	6.94	5.97	4.54	3.92	2.55	0.75	0.49	0.40
Per employee	1.68	1.62	1.31	1.25	0.83	0.30	0.24	0.20

The Group's UK operations accounted for 21% of the Group's Scope 1 carbon emissions [365 tonnes], and 0% of the Group's Scope 2 carbon emissions in 2023.

The Group's chosen intensity measurements for emissions as reported above are:

- 0.40 metric tonnes per £m of gross invoiced income [2022: 0.49 metric tonnes].
- 0.20 metric tonnes per Group employee [2022: 0.24 metric tonnes].

The slight decrease in our Scope 2 emissions relates to reductions in emissions factors across the majority of our locations.

### Methodology

This activity has been conducted as part of our UK EMS ISO 14001:2015 standard [EMS 71255]. We have used the main requirements of the GHG Protocol Corporate Accounting and Reporting Standard [revised edition]. Emission factors used are from the UK Government's Conversion Factors supplied by Department for Environment, Food & Rural Affairs [DEFRA]. We have different factors for each country, as electricity generation and CO<sub>2</sub>e efficiency vary by country. External consultants assisted with the implementation of our methodology which we continue to further refine and develop internally, to include the full requirements to collate the additional emissions, such as refrigerants.

We have reported on all the emission sources required under the Companies Act 2006 [Strategic Report and Directors' Reports] Regulations 2013. Group properties included in this report are all current locations in the United Kingdom, Germany, France, Belgium, Spain, South Africa, United States, Canada, Switzerland, Malaysia, Hungary, Mexico, India, Poland, and the Netherlands.

**Limitations to data collection**

Less than 5.0% of emissions were estimated or based on an average energy usage per square foot of space occupied.

**Environmental policy**

The Group has an environmental policy, which we enact through an Environmental Management System (EMS) certified to International Management standard BS EN ISO 14001:2015. The environmental policy requires us to identify our significant environmental impacts and provides the framework for setting targets and objectives. It is supported by a manual that sets out the roles and responsibilities and actions we undertake with respect to our environmental policy, including our approach to due diligence.

The due diligence process addresses direct and indirect environmental aspects:

- Direct aspects are those that Computacenter can control and can be expected to have an influence.
- Indirect aspects are those where Computacenter is one of many stakeholders and may not have the ability to influence.

For each Computacenter environmental aspect identified, an objective and systematic evaluation of the significance of the aspect is made, assessing it against criteria rated according to their perceived severity of impact - the higher the impact, the greater the rating. A procedure, 'Environmental Aspect Significance', sets out how Computacenter's Environmental Aspects are assessed and determined, and the Site Profiles Procedure describes how each of the sites has been assessed. The results of these due diligence assessments are recorded in the Register of Environmental Impacts.

The environmental management of suppliers and contractors is set out in the Computacenter Management System Vendor Assessment procedure. We check suppliers of waste and recycling services to ensure that only those with permits and licences appropriate to the work required are used. Where necessary, those suppliers who may have a significant impact on our activities may also have an environmental audit from Computacenter.

There have been no recorded breaches of the environmental policy in 2023.

Computacenter UK is registered as a distributor of product via the compliance company Paperpak, ensuring we have fully complied with packaging waste regulation since 2000.

Computacenter complies with Energy Savings Opportunity Scheme (ESOS) by submitting its energy report each year.



## Insight



# Emissions reporting at Computacenter

The comprehensive oversight of Computacenter's emissions across our value chain is central to maintaining our carbon neutral operations and achieving our 2040 Net Zero target.

Our Environmental Specialist, Laura Burns, plays a pivotal role in shaping sustainable practices. We asked Laura to share her insights into emissions reporting, and how she helps Computacenter build a more sustainable and resilient future.

I stepped into my role at Computacenter fresh out of university, having studied BSc Geography at the University of Exeter. Learning about the science behind the causes of the escalating environmental crises deeply resonated with me and instilled a sense of responsibility to be a part of the solution, and my role at Computacenter gave me the opportunity to put that into practice straight away.

Computacenter has been reporting on Scope 1 and 2 emissions on an annual basis for around 10 years. We've seen drastic reductions in our Scope 1 and 2 emissions inventories, particularly since 2019, with an 80% reduction to date since 2019 despite the business having grown, including through acquisition. These reductions are a result of two main drivers of change; enhancing the energy efficiency of our offices and other facilities to drive down energy consumption, and buying and generating renewable electricity. In 2023, our Scope 1 and 2 emissions were 1,747 tCO2e and 2,254 tCO2e respectively, and we've been able to neutralise them through using Gold Standard schemes. I'm really proud, as this means Computacenter has been carbon neutral for two consecutive years.

Scope 3 emissions reporting is currently voluntary, but we report these as part of our commitment to the Science-Based Targets initiative, and, as soon as we have our 2023 Scope 3 emissions ratified, I'm really keen that we also publish these.

In March 2021 Computacenter committed to the highest level of ambition - to set company-wide targets in line with the Paris Agreement, limiting global warming to 1.5°C above pre-industrial levels. Over the next two years we established baselines and targets for our Scope 1-3 and near-term, long-term/Net Zero 2040 emissions. It was a huge task and my personal focus throughout, so I was both delighted and relieved when all the data and targets were approved by the SBTi in June 2023, making Computacenter one of the first in our industry to achieve this.

## Scope 1,2 and 3 emissions

### Scope 1 Direct

All direct emissions within the operational control of an organisation

### Scope 2 Indirect

Indirect emissions generated from purchased electricity, heat, steam or cooling

### Scope 3 Indirect

All other indirect emissions from sources such as business travel, waste management, and the value chain

One of the first in our industry to have our targets approved by the SBTi

80% reduction of Scope 1 and 2 emissions since 2019

## Insight



Of course, from here, we can only meet our science-based targets through working with the whole value chain. Measuring emissions across our value chain is challenging; we have a significant Value Added Reseller (VAR) capability and most of our Scope 3 emissions originate from indirect sources, such as technology manufacturing, putting them beyond our direct control. Plus, there's a lack of consistency in measuring or reporting across our stakeholders, which means that the data we need is often unavailable or out of date

The GHG Protocol's Scope 3 Standard sets out four calculation methodologies for S3.1, which are "Supplier-specific", "Hybrid", "Average-data" and "Spend-based" approaches. Our method combines Supplier-specific, Hybrid, and Spend-based approaches. We use manufacture-phase emissions sourced from manufacturers' Product Carbon Footprint (PCF) where they're available. In their absence, we turn to an average manufacture-phase emission figure derived from collated PCF data. When data limitations prevent this, we use spend-based estimates based on emission factors, which enables us to estimate cradle-to-gate emissions for products without documented PCFs.

◀ **Rapid Data Center  
Deployment Service**  
Consolidated shipments  
and no packaging waste

Using a spend-based calculation method inevitably means that the more we grow, the higher our emissions will appear. Clearly, we want to keep growing whilst also achieving our emissions reduction goals, so we are finding new ways to obtain product-level data, including working closely with our key value chain partners to increase accuracy and transparency.

This is a challenge I enjoy tackling, and my journey here continues to be one of learning and growth, delivering value to the business and the planet. I look forward to making an increasing impact in emissions reporting and environmental sustainability, and continuing to have a voice in the decisions we make to achieve our goals.



On a personal level, one of my own significant achievements here has been our consistent annual improvement in our CDP Climate Change score. This reflects the work I've led to drive transparency and accountability, and the tangible efforts Computacenter is making to mitigate climate change and minimise our environmental footprint."

# Solutions

## Sustainable solutions for our customers

Sustainability relies on collaboration up and down the value chain. Our customers trust us to be a responsible business, and they rely on our technology and services expertise to help them to achieve their own sustainability goals.

>2m

items processed through our Circular Services division

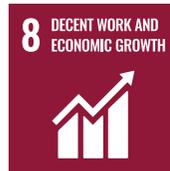
748 tonnes

of reusable raw materials generated through recycling

117,156 tonnes

of carbon avoided through reuse of assets (redeployment and remarketing)

### Our material SDGs



**Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all**

We maintain high standards of employment for our people and work with our value chain to build resilience and decent work.



**Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation**

We act responsibly as a business to make a positive impact within our industry and wider communities.



**Reduce inequality within and among countries**

We continue to foster an environment that enables employees to speak openly and ensure they have the knowledge to promote a positive and inclusive environment for all.



**Ensure sustainable consumption and production patterns**

We will work with our technology vendors and customers to promote sustainable technology sourcing, supported by our own Circular Services solutions.



**Take urgent action to combat climate change and its impacts**

We continue to take action to reduce our climate impacts, both direct and indirect, aligned to Science-Based Targets.



**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels**

We will continue to be an ethical business while being mindful of the impact we can have on people and communities.



## Q&A

### Mo Siddiqi

Group Development Director

**Mo Siddiqi originally joined the business in 1997 and has held a number of roles in Sales, Business Development and Operations.**

#### **Computacenter formalised its sustainability strategy in 2021. What changes have you seen since then?**

We've always been a responsible business, so bringing together our ESG initiatives into a single strategy was really a means of being able to be much clearer about what we're focused on and the impact we can have.

Since then, we've seen sustainability become a key theme up and down the value chain, and it is now a significant consideration in our choices and the choices of a lot of our customers and vendors.

#### **How is sustainability affecting your customers?**

Our customers are major corporate and public sector organisations around the world, and sustainability is definitely high on their agendas. Their goals vary, but underlying all of them is the desire to protect people and the environment. They want to work with suppliers that share their sustainability goals, so our strategy, winning together for our people and our planet, really resonates with them. We find a lot of alignment in where we're focused and what our customers are trying to achieve.

#### **What are those focus areas?**

Our strategy has three core pillars, which we underpin with a strong governance and communications framework. The pillars are:

**People** - that's our people, the people in our value chain, and those in our communities.

**Planet** - which encompasses environmental matters, with a particular focus on maintaining our carbon neutral operations and achieving our 2040 Net Zero target.

**Solutions** - which is how we deploy our three core service lines to support the sustainability goals of our customers.

Sustainability is inherent in how technology is selected, deployed and managed, and we use our expertise to bring that to the fore. But the area where we're starting to place more emphasis - because it's where we can make a real difference - is Circular Services.

#### **What is 'Circular Services' at Computacenter?**

Circular Services, or IT Asset Disposition (ITAD), is about how a device is handled at the end of its life, and for Computacenter, we see that taking three forms; redeploying the device into the customer, selling the device into another market to release its value back to the customer, or extracting reusable materials as part of the asset destruction and disposal process.

A key differentiator for us is the environmental reporting we provide to our customers, that helps them to understand the carbon and water use avoided through our responsible processing. It's a really powerful way of demonstrating the environmental benefit of these services. We have over 30 years of experience providing Circular Services to our target market customers. Our track record, combined with our investment in best-of-breed tools, facilities and accredited processes, have seen us win awards for innovation and sustainability.

It's a really strong foundation that we're going to build and expand on this year. We know it's important to our customers, and we know that our competition in both the VAR and system integrator space can't match our capability and track record.

#### **What are your growth plans?**

We're going to build a world-class scale business in Circular Services. Today, we have established capability in two existing hubs in the UK and Germany, but we provide these services to customers in over 40 countries already. We will invest in building further in-house capability in the US and Europe as needed, and we intend to broaden our Circular Services coverage to the 70+ countries that we offer our other services in today.

We will be implementing our global control tower, a system designed specifically for Circular Services, that enables us to provide the same level of data control and reporting we currently offer to our UK customers. And as part of this investment, our local brand identities - RDC in the UK and ITL logistics in Germany - will be retired, with the business being governed and operated under the Computacenter brand.

Circular Services is a core offering that’s adjacent to all of our other Service Lines. It helps us to meaningfully contribute to our customers’ sustainability agenda, and we see significant growth potential in this space.

**What is your ambition for Circular Services?**

We’ve set ourselves a target of recovering a device for every device we sell. We’re being specific here. We actually processed over 2m items through our Circular Services business in 2023, of which about 775,000 were devices - PCs, tablets, switches, servers, monitors, printers and routers. In that same period, we sold about 4.7m new devices.

I want to be really clear that we don’t want to sell fewer devices to hit our goal - we will keep growing our Technology Sourcing business, and in parallel we will accelerate the growth of our Circular Services business.

**Why is this important?**

Based on our track record, skills and experience we believe we can grow a profitable business division that helps us achieve our business targets. In addition, we think this investment will help us to differentiate our existing Service Lines - Technology Sourcing, Professional Services and Managed Services - by adding ‘recovery’ formally to our technology lifecycle proposition.

More importantly though, this will help us to make a faster impact on helping our customers achieve their own sustainability goals, which would be a great contribution to building long-term trust and loyalty. We would do so while helping the planet at the same time. This is the main reason that we will make progress towards this target a key measure for senior leaders across the business.



**Our target:**

Recover a device for every new device we sell

**2023:**



**Circular Services Center - Braintree**



**Integration Center - Hatfield**

We categorise our sustainable solutions into three main areas



**1**  
**Circular Services**

**2**  
**Technology Advisory**



**3**  
**Technology Lifecycle**

## Circular Services

In a traditional linear economy, goods are made, used and then disposed of. The circular economy means that we keep resources in use for as long as possible, extract the maximum value from them while they're in use and then recover and regenerate products and materials at the end of each service life.

We have been pleased with the performance of our UK subsidiary RDC which has been offering circular services in the technology industry for over 30 years. We have decided to integrate RDC's Circular Services offering into the core Computacenter portfolio as a separate business division and incorporate elements of Circular Services that we already have in different regions into this division.

Our new offering has three components:

**Redeployment** - where we collect a customer's device that is no longer needed in its current setting and redeploy it into the same customer, either in a similar setting or to be used for a new purpose. We redeployed 78,000 devices in 2023 through Circular Services.

**Remarketing** - where a customer has finished using a device, but it still has a use in another market. When we remarket, we make sure the device is data cleansed and has a residual value. Any proceeds from the sale of a device into another market are returned to the customer for reinvestment. We remarketed over 420,000 devices for our customers in 2023.

**Recycling** - probably the most familiar of these types of activity. We recycle when a device no longer has a useful life or resale value. When we recycle, the device is broken down to extract materials that can be reused, with the unusable materials then being responsibly disposed. We recycled over 277,000 devices in 2023.

When we redeploy, remarket or recycle a device, we are reducing the environmental impact that would have occurred in manufacturing a new one, which enables us to calculate the carbon avoidance and water savings, incorporating these savings into 'carbon avoided' reporting for our customers.

By significantly scaling our Circular Services business we believe we can make a positive impact on the environment faster. **We have agreed a target of recovering a device for every new device we sell.**

'Recovery' means redeployment, remarketing or recycling through Circular Services. 'Devices' include PCs, monitors, printers, switches, routers and servers. In 2023, we recovered 775,000 devices while we sold 4.7m new devices - a ratio of approximately 16.5%.

To achieve our target, we don't want to reduce the number of new devices we sell but want instead to significantly grow the number of devices we recover.

## Technology Advisory

As one of the world's largest VARs, we work closely with our technology vendors to understand their sustainability strategies and help our customers to make informed decisions.

### Selection of the most sustainable technology products

We make available the Electronic Product Environmental Assessment Tool (EPEAT) and EnergyStar energy usage ratings for the products we supply to our customers and identify other sustainability metrics that help to contribute to each customer's specific goals. We also work with customers to help quantify the carbon footprint of their existing IT estate, enabling them to understand and address the environmental impact as part of future change initiatives.

### Sustainable value chain options

We are the VAR with what we believe to be the best international capability in the world, and this allows us to help both our customers and technology vendors to leverage our Integration Centers in different regions for local supply rather than export, where possible. We still have work to do with both our customers and technology vendors to further minimise the need for export solutions, and we continue to build the local capabilities to support this objective.

## Technology Lifecycle

By combining our Service Lines (Technology Sourcing, Professional Services and Managed Services) with Circular Services, we are in a strong position to help customers throughout the technology lifecycle: inform, procure, deploy, support and recover.

### Ways of working for people

Technology creates new ways of working for our customers. We provide workstyle analysis to support the design of optimum solutions, which include the use of our Tech Centers and secure locker collection to minimise travel, logistics and field force deployment. These approaches can all contribute to a sustainable hybrid working strategy and reduce the environmental impact of IT service support.

### Sustainable deployment

We offer a range of services to allow customers to deploy technology with the minimum environmental impact. These include our trolley and flight case services, used to deploy at scale in offices but remove packaging from technology (laptops, network devices and servers) at our Integration Centers. These services increase efficiency, reduce local engineering effort, and provide environmentally friendly waste disposal at scale.

### Asset management

Using our SmartHub platform, we provide customers with better data about their assets including length of life, configuration and update status. This information enables customers to make more informed choices about redeployment and replacement, helping to extend the usable life of assets.



## Insight



## Making a real difference

**Working closely with our partners and creating greater transparency across the value chain is vital to reaching our sustainability goals and helping our customers in achieving theirs. Florence Fisher, our Sustainability Sourcing Strategy Manager, is central to this.**

Florence shares how our collaborative efforts with our partners help to create better alignment and transparency throughout the value chain.

I began my career at Computacenter on a short-term Service Desk project in Barcelona, and this year I'll celebrate my 19th year here. Over that time, I've enjoyed many diverse roles, working in local and international positions that have spanned services, consulting, and commercial disciplines. The breadth and depth of understanding I have gained has given me a strong foundation for my current role as Sustainability Sourcing Strategy Manager. Having closely collaborated with, or worked within, every division of our business, I've developed a deep understanding of who we are and the value we deliver to our customers.

My personal commitment to reducing my own carbon footprint has been a long-standing passion, and working within our products business naturally extended that interest into my professional life. As Computacenter's Sustainability Strategy developed, I followed its progress closely. When the opportunity arose to take a leading role in driving a sustainable supply chain, I didn't hesitate to jump right in.

As Sustainability Sourcing Strategy Manager I help our technology partners to engage with Computacenter across the whole of our sustainability strategy, but my main focus at the moment is to understand, and ultimately reduce, our Scope 3 emissions across our Value Added Reseller (VAR) value chain. My role involves working closely with our partners to share our sustainability goals and understand theirs, enabling us to align our activities and identify opportunities to collaborate. This is a critical workstream; our VAR value chain is responsible for the largest share of our emissions with purchased goods and services accounting for 72 per cent of our total GhG emissions. We rely on the cooperation of our vendors and partners to help us to achieve our 2040 Net Zero goal.

However, this isn't just about Computacenter's goals. How we work with our vendors affects the whole value chain, in

particular our customers who face the same challenges as us. They too need to understand and quantify their GhG emissions, provide transparent reporting, and achieve the sustainability commitments they have made to their stakeholders.



I'm really enjoying being able to use my passion to make a real difference. There's a lot to do, but one thing is certain: our partners are all in for this collaboration.

We have identified our 15 most impactful vendors based on both volume of products sold and potential carbon footprint [e.g. data center products tend to have a larger carbon footprint than workplace devices]. We're actively engaging with each vendor's Global Sustainability function, helping them to understand their impact on our 2040 Net Zero target and driving improved transparency between our businesses. We are open and straightforward in our engagement which really drives teamwork and trust.

I'm really enjoying being able to use my passion to make a real difference. There's a lot to do, but one thing is certain: our partners are all in for this collaboration. Shared goals give us shared opportunities, presenting an incredible chance for mutual learning, no matter where we are on our journey. When we talk about our sustainability strategy, we say that we're "winning together for our people and our planet" and I'm proud that this perfectly describes the work I'm doing every day within our Value chain.

### Sustainability in action!

**With our powerful partnerships, we're winning together for our people and our planet!**

We've shared events and ideas with Dell Technologies, Cisco, Lenovo and HP to name just a few, and been recognised in sustainability programmes with our partners, including regional recognition in France and the UK.



Environmental Sustainability  
Specialized





**Fraser Phillips**  
Group Legal & Compliance Director



As a leading independent technology and services provider, our people and our customers trust us to comply with the law and behave consistently in a way that reflects our ethical standards and our values.”

## Ethics and compliance

Ethics and compliance continue to play a key role in shaping our journey and safeguarding our future.

### Our commitment to ethics

Ethics and compliance is a fundamental consideration when executing our strategy and growing a sustainable business that focuses on the long term. Our commitment to conducting business in an ethical and compliant manner not only reinforces our commitment to the long term but strengthens our relationship with our employees, customers, and partners.

### Our commitment to trust

Our commitment to ethics and compliance is aligned to our Winning Together values. We believe that a culture of ethical behaviour and compliance must be embedded at every level within the organisation to support the trust that our people and our customers place in us. In this way, we not only strengthen our existing relationships, but also continue to build new relationships with those who share similar values and commitments.

### Our Group Compliance Framework

Our Group Compliance Framework has been intentionally designed to address our legal obligations and to reflect our values and our customer requirements and expectations. The approach is a proportionate, people-led design that allows us to protect the organisation in a way that leverages our values and culture. The Group Compliance Framework empowers our people and enables our business, providing the knowledge to maintain an agile, customer-focused but overall compliant business environment.

### Navigating compliance regulations

We have established an adaptable and comprehensive compliance framework against the requirements of an expanding compliance landscape, which ensures that we are conducting ourselves in accordance with the laws and regulations in the jurisdictions in which we operate. The standardised approach within the framework allows us to quickly and effectively adapt to changes within our business and the legal and regulatory environment. This framework not only safeguards our company but empowers our employees with the knowledge to make sound, ethical decisions efficiently and effectively.

### Our Group Ethics Policy and Code of Business Conduct

Our Group Ethics Policy and Code of Business Conduct are the cornerstone of our Group Compliance Framework, seamlessly integrating with our Winning Together values. Together, they set the standard across our business to provide uniformity and clarity and ensures that each of our employees understands both our expectations and how to apply them to their day-to-day role at Computacenter. The Board has endorsed the Group Ethics Policy, and agrees that it aligns with our values, strategy, and purpose.

### Knowledge and training

We recognise that a culture of compliance and ethics is cultivated through communication and training. To achieve this, we provide a combination of policies and procedures, comprehensive training,

and multi-channel communications campaigns. All our compliance collateral and training content can be found on our internal Group Compliance page, with details of who to contact should our people have any questions. We also track feedback and engagement with this platform, and continuously build on the way in which we engage with the business when delivering key compliance messaging. Our focus remains on delivering engaging content in a way that resonates with our culture, bringing compliance to life in an accessible way.

### Communications and awareness

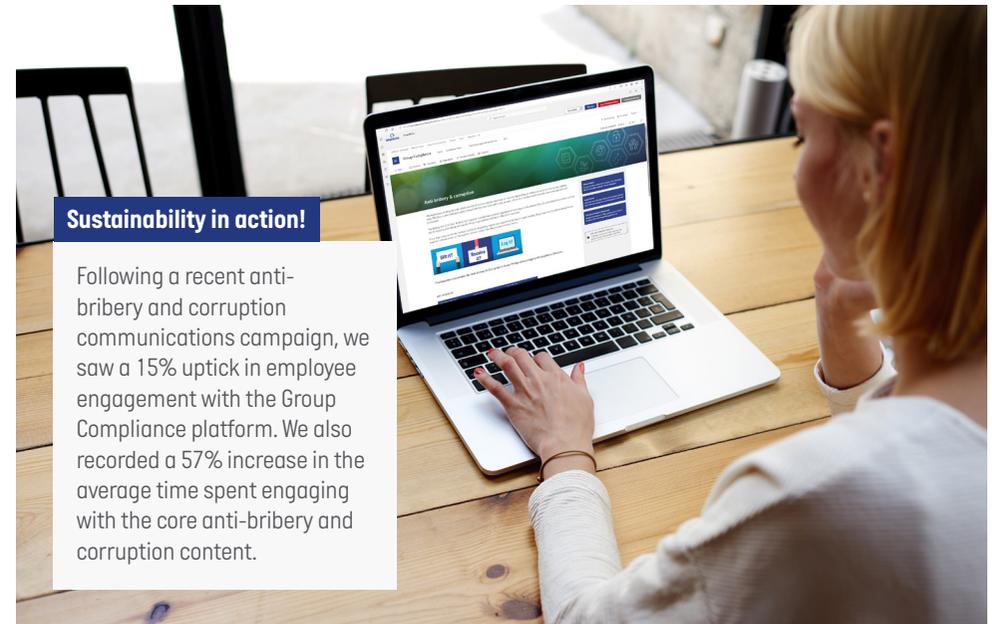
Our Group Compliance Framework is supported by an annual communications plan, which emphasises the key messages of our core compliance areas. The plan adopts a diverse, multi-channel approach to cater for different audience groups and risk profiles, to maximise reach and impact.

Led by our Group Legal and Compliance Director, each campaign is a collection of engaging tools, including concise video clips that distil key takeaways and informative news articles prominently featured on our company intranet homepage. Our communications strategy seamlessly integrates each message with our central Group Compliance page. This intentional design fosters a sense of confidence and self-reliance amongst our people, encouraging them to actively seek and navigate this content.

To ensure that our communications efforts resonate effectively, we rigorously evaluate each campaign's success. Engagement metrics are recorded, and comprehensive evaluations are conducted. This approach not only gauges the current impact of our communications, but also serves as a cornerstone for continuous improvement, shaping more effective and resonant strategies for our future plans. This cycle of evaluation and enhancement is fundamental to fostering an environment of proactive engagement and sustainable awareness within our organisation.

### Cultural reach

We make our Group Compliance policies accessible by publishing them in all the core languages in which we operate, accompanied by guidance documents and 'golden rules'. The compliance area golden rules act as a concise summary of the key requirements contained within the policies, as we recognise the benefit that straightforward guidance can provide. This also allows for the varying ways in which people prefer to engage with compliance content. Whilst we communicate this content at a Group level, we consider local culture and communication styles to effectively convey our core messages.



### Sustainability in action!

Following a recent anti-bribery and corruption communications campaign, we saw a 15% uptick in employee engagement with the Group Compliance platform. We also recorded a 57% increase in the average time spent engaging with the core anti-bribery and corruption content.

### Regular assessment and continuous improvement

We continuously assess and evaluate the success of our framework, monitoring engagement metrics with our compliance collateral both before and after communications campaigns to refine our strategies. Our centralised compliance function also allows us to identify trends and react accordingly, bolstering compliance workshops and collateral where we identify possible areas for improvement. Additionally, e-learning completion rates are monitored and reported, and feedback is actively sought and incorporated into our initiatives.

All compliance collateral is subject to regular review, alongside routine horizon scanning, ensuring we align with best practice and any change in regulations.



### **Supplier Code of Conduct**

Our commitment to compliance extends to our suppliers, whether they are providing goods or services directly to us, or as part of a customer transaction or offering, to ensure the integrity of our value chain. We require our suppliers in our core countries to adhere to our Supplier Code of Conduct, which mirrors the ethical standards that we uphold and provides clear guidance for our suppliers as to our expectations. The Supplier Code of Conduct is subject to regular review and updates to stay aligned with evolving regulations.

### **Due diligence**

We screen our suppliers in our key geographies, including where appropriate for details of their ultimate beneficial ownership. Our due diligence includes leveraging industry recognised platforms to maintain transparency in our value chain. Significant preparation has been undertaken in our non-core countries ahead of the planned implementation of the platform in these countries in 2024.

### **Oversight and reporting**

The oversight of our ethics and compliance programme is the responsibility of our Group Legal and Compliance Director, and our Compliance Steering Committee. Risks and issues are reported to the Group Risk Committee and to the Audit Committee, and we actively work to mitigate and remediate any concerns.

### **Whistleblowing hotline**

To uphold transparency and provide a secure channel for reporting concerns, we offer a confidential whistleblowing hotline. This

service, managed externally by Safecall, is available to our people and everyone in our value chain, enabling them to report any suspicions of wrongdoing. We actively encourage our people to ‘Speak Up’ through an annual multi-channel communications campaign. In addition, we support our managers by providing them with tailored guidance, to help them understand their obligations when approached directly with a concern.

### **Anti-bribery and corruption**

We are firmly committed to complying with all applicable anti-bribery and corruption laws in all jurisdictions in which we operate, including the UK Bribery Act. We uphold a strict zero-tolerance stance against any form of bribery or corruption. Our Group Anti-Bribery and Corruption Policy prohibits offering, accepting, or soliciting bribes, and we remain vigilant to ensure that such conduct does not infiltrate our practices, regardless of the jurisdiction. Our policies clearly state that no employee or associate is to engage in any activity that could be construed as a bribe or corrupt practice.

The policy addresses not only the exchange of money but also gifts, entertainment, or other benefit or advantage that could improperly influence a decision. To reinforce this principle, any exchange of gifts or hospitality beyond a nominal value requires prior written approval and must be recorded in the official Gifts & Hospitality Register, with these registers checked periodically. Our policies also include clear rules and direction surrounding interactions with government officials, charitable contributions, and political activities.

To ensure full understanding and compliance with these standards, our employees are required to acquaint themselves with our Group Anti-Bribery and Corruption Policy and the accompanying Golden Rules to Anti-Bribery and Corruption and complete regular training. With these measures, we aim to not only abide by the law but also to fortify the trust that our stakeholders place in our ethical business conduct, which reflects our corporate values.

Our due diligence process and accompanying Supplier Code of Conduct extends the ethical standards that we uphold to our value chain and is designed to set a high level of expectations and a modicum of defence. It ensures that the vendors who act on our behalf within our core geographies are both aware of their obligations to comply with applicable anti-bribery and corruption laws and validates that they do not have a history of non-compliance, untoward behaviour, or criminal sanctions. A planned implementation of the screening platform in all countries in which we operate is scheduled in 2024.

In accordance with our commitment to continuous improvement and ensuring the robustness of our anti-bribery and corruption framework, we have conducted internal audits and engaged an external firm to align with upcoming Sapin 2 regulations. Also, in 2023, we launched a campaign to enhance awareness of our whistleblowing hotline, a critical component of our compliance framework, which reported no significant policy breaches throughout the year.

### **Data privacy**

Robust compliance with data privacy laws and regulations is fundamental to all Group operations throughout the jurisdictions that we and our customers operate in. Data protection compliance is a centralised and global function led by the Group Data Protection Officer, reporting into the Group Legal and Compliance Director. The Group Data Protection Officer is supported by a team of experienced and qualified specialists across our key geographies, who work closely with key stakeholders across the business, including the Computacenter information security team.

Data privacy compliance is operated in alignment with good industry practice, with oversight provided by both the Risk and Audit Committees. Priority areas of compliance focus for us include training and awareness and it is required that all employees complete mandatory online training as a baseline. To date, almost 18,000 Computacenter employees have completed this training successfully. In addition to the mandatory training the data protection officers also provide regular data compliance bulletins, deliver additional training specific to individual business areas and recently hosted an internal global data privacy conference. To ensure compliance with the applicable laws and regulations, the data protection officers also conduct data privacy compliance audits.

## **DATA PRIVACY CASE STUDY: COMPUTACENTER DATA PROTECTION CONFERENCE**

During 2023 the Computacenter data protection officers hosted an inaugural internal data compliance conference. Managers and champions for data protection from across all the Computacenter jurisdictions were invited to attend a range of sessions including panel discussions, presentations and talks from external experts.

### **Areas of focus included:**

- hot topics and trends in data protection in 2023 and beyond
- the interplay between data protection compliance and security of data
- contracting for data protection compliance
- data privacy by design principles and how AI and AI standards and frameworks from across the world impact data privacy compliance.

Good feedback was received following the conference, meaning that we will organise further events.

## Task Force on Climate-Related Financial Disclosures

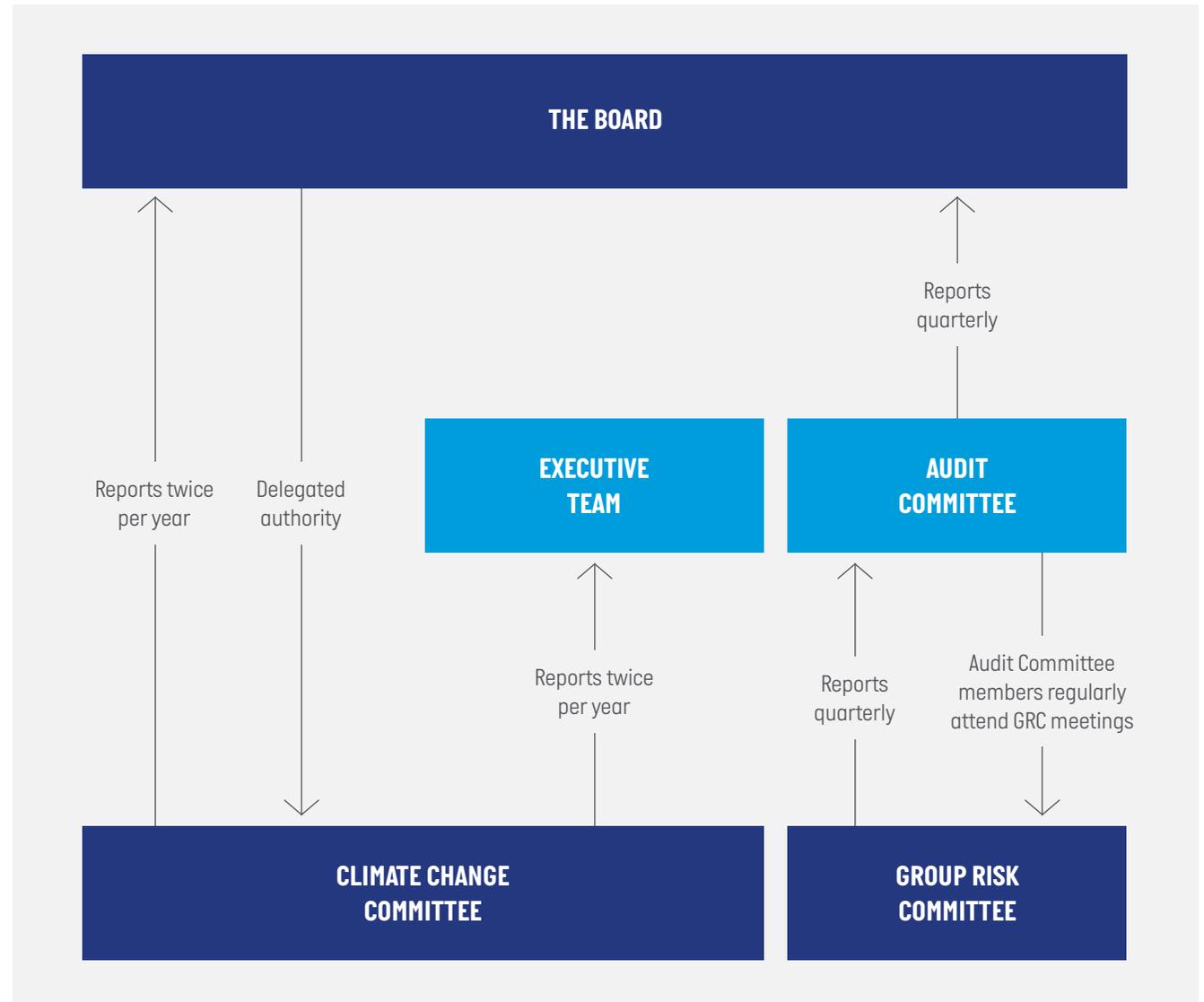
Computacenter supports the aims of the Task Force on Climate-Related Financial Disclosures (TCFD). In this section, we have made climate-related financial disclosures which are consistent with the TCFD recommendations and the TCFD Recommended Disclosures.

The following statement sets out Computacenter’s approach to climate change, including the risks and opportunities, the potential impact on our business, and the mitigations and actions we have taken and will take to respond. We have also included further climate-related disclosures throughout this sustainability report.

Our roadmap for defining our climate-related plans continues to be developed in line with our SBTi-approved targets and will drive ongoing improvement in our alignment to TCFD. This roadmap includes:

- The definition of further KPIs that we will use to monitor progress in respect of our targets. The KPIs currently used are carbon emissions and carbon avoidance. We plan to develop more specific KPIs in line with our Net Zero transition activities.
- Future publication of our Scope 3 emissions. Our 2023 Scope 3 emissions are currently being compiled and validated.
- Further analysis of climate scenarios over the medium- and long term to enable additional consideration in respect of our strategy and financial planning. We have currently used two scenarios: <2°C and >2°C.

A breakdown of our Scope 1 and Scope 2 emissions can be found on page 18.



## Roles and responsibilities

Target	Timing	Status
<b>The Board</b>	<ul style="list-style-type: none"> <li>Meets with the Climate Change Committee at least once each year</li> <li>Discusses climate-related activities at least twice each year</li> </ul>	<ul style="list-style-type: none"> <li>Overall responsibility for managing risks and responsibilities</li> <li>Endorses the sustainability strategy</li> <li>Reviews material climate-related actions and metrics</li> <li>Approves material climate-related targets, policies, and investments</li> </ul>
<b>Executive team</b>	<ul style="list-style-type: none"> <li>Meets with the Climate Change Committee at least once each year</li> <li>Discusses climate-related activities at least twice each year</li> <li>Reports to the Board on climate-related activities at least twice each year</li> </ul>	<ul style="list-style-type: none"> <li>Ratifies and approves climate-related targets and investments</li> <li>Provides data to support climate-related metric measurements</li> <li>Implements climate-related actions and policies</li> <li>Discusses material climate-related actions and policies with the Board</li> </ul>
<b>Climate Change Committee</b>	<ul style="list-style-type: none"> <li>Meets at least three times each year</li> <li>Reports to the Board and to the Executive team twice per year</li> </ul>	<ul style="list-style-type: none"> <li>Monitors climate-related regulation and assesses the impact on Computacenter</li> <li>Reviews climate-related risks and opportunities</li> <li>Develops risks management strategies to manage, mitigate, accept, or defer climate-related risks, including making recommendations to the Executive team for investment</li> <li>Establishes and reviews climate-related targets, metrics, actions, and policies</li> <li>Communicates climate-related initiatives and achievements to the sustainability communications function</li> </ul>

Two of our Independent Non-Executive Directors have current and prior experience of chairing and participating in ESG committees, as well as participating in climate-related risk management oversight in a variety of sectoral settings.

## Governance and risk management

The overall governance structure for climate-related risks and opportunities is the same as for any of Computacenter’s other key risks and opportunities, with the Board having overall responsibility for managing risks and opportunities.

The Board delegates specific climate-related matters to the Climate Change Committee, which oversees the development and execution of climate-related targets, metrics, policies, and actions.

### The Climate Change Committee

Chaired by the Group Development Director, the Climate Change Committee comprises representation from Group Business Services and Service Lines members including the Head of Facilities, the Managing Director of our Circular Services business, Head of Insurance, Climate & Property, as well as representatives from Group Service Lines, Human Resources and Sustainability Reporting. Regional representatives attend as required.

The Climate Change Committee was founded in 2020 with the aim of debating and proposing initiatives to continue to reduce our environmental impact, with some material investments to be approved at Group Executive level. The focus of the Climate Change Committee has evolved as our Net Zero transition plan has matured. The Climate Change Committee now considers four key pillars of climate-related activity – targets, metrics, policies, and actions.

During 2023, the Climate Change Committee considered the following topics:

**Targets**

Near-term, long-term and Net Zero Targets, including approval by SBTi in June 2023

**Metrics**

- Physical exposures of buildings and infrastructure
- Voluntary standards submissions, which include but are not limited to:
  - CDP
  - Regional Ecovadis submissions
  - Self-generated power
- Fleet CO<sub>2</sub> emissions

**Policies**

- Internal carbon levies for business travel and accommodation
- Carbon-neutral travel initiatives - encouraging rail versus air travel in Germany

**Actions**

- Carbon offsetting proposals
- Net Zero strategy, transition plan and Sustainable Operations priorities
- Circular Services ambitions and growth plan
- Technology Sourcing initiatives, including approach to sustainable sourcing with our vendors
- Renewable energy purchases
- Planning for forthcoming regulation

In previous years, reporting from the Climate Change Committee to Management and the Board has been undertaken by the Chair, who is a member of Management. From 2024, the Climate Change Committee will start to meet with Management and the Board at least once per year, and report to Management and the Board at least twice per year.

**Risk management**

Our risk management and control framework enables us to effectively identify, assess and manage climate-related risks. Risk identification is both bottom-up - through the Group Operating Business Risk Assessment process (GOBRA), which is completed by managers across the business - and a function of the Climate Change Committee.

Risk materiality is assessed in both financial and impact terms. A principal risk would exceed a financial risk threshold of £10m. The impact would materially disrupt one or more business functions or capabilities resulting in large-scale failure. The Board has considered the climate-related risk to the business and does not believe it to be sufficiently material as to be classed as a principal risk.

The Board continues to monitor climate-related risk. It does so through its review of the Group's principal risks in relation to any failure to meet our commitments or comply with applicable laws and regulations in relation to ESG matters.

Day-to-day oversight of climate-related risks and opportunities has been delegated to the Climate Change Committee. Additionally, each large Sales country (Segment) has an appointed sustainability champion to ensure that sustainability is embedded in our customer engagement activities, and that sustainability-related risks and opportunities are reflected in local and regional planning activities.

The Group Risk Committee (GRC) considers emerging risks, such as climate change, when required. The Audit Committee is updated quarterly on discussions and outcomes from the GRC meetings, and the Board is formally updated at least annually on all risk matters through a review of the Group Principal Risk Log and related discussion, including climate-related issues where relevant. The Board has also endorsed the Group's sustainability strategy, of which risk management and reporting form a part.

**Strategy**

We supply technology products and services to our customers that help them to reduce their own environmental impact by reducing

business travel and increasing the flexibility of their workforce. This is supported by our Technology Sourcing infrastructure and through investments in Integration Centers across Europe and North America. These investments enable us to deliver products more locally, and to centralise configuration activities to reduce engineering effort and travel.

Computacenter's exposure to climate-related risks and opportunities can be seen through the lens of our position as one of the world's leading VARs. Our ability to procure technology products through our leading technology vendors, add value for our customers through our Services expertise, and then ship or hold that product depends on:

- the resilience of our technology vendors;
- their ability to efficiently manufacture the product on a timely basis; and
- their ability to send it to our customers or to us, in a timely and cost-efficient manner.

Our Services business depends on our people being able to access our service delivery locations and our customers' locations, as well as the uninterrupted functioning of our operational infrastructure, such as our principal offices, Integration Centers, Delivery Centers, and Service Centers.

Any physical or transitional climate-related risk which disturbs the equilibrium of our value chain could impact the execution of our strategy, our levels of customer service and satisfaction, and ultimately our financial performance. We do not recognise climate change as a principal risk to the business, and do not therefore recognise it in our financial planning process due to its financial immateriality in the timescales we use.

Nevertheless, we have assessed and describe those climate-related risks that we think could reasonably result in an impact, although for many of these their frequency and severity is difficult to predict. We have therefore based our analysis on certain assumptions, which we have also explained.

### Physical risk: extreme weather events and long-term changes in climate patterns

Significant changes in weather patterns in the medium to long term, both acute and chronic, could result in interruptions in our technology vendors' ability to manufacture and distribute on a timely basis, and could cause damage to our service delivery locations, including our Service Centers, Integration Centers, and Data Centers, affecting our ability to run an uninterrupted service for our customers.

Most of our technology vendors are substantial international businesses, which have the size, resilience, technological capability, and investment capacity to mitigate the future risk of climate-related damage to their manufacturing and distribution process. We work with multiple technology vendors, which mitigates against one organisation, area or region being impacted by extreme weather.

We carry out a physical assessment of our service delivery locations across the globe as part of our insurance risk assessment process and retain the services of one of the foremost global engineering and risk-based insurers. We have business contingency planning, so we can move our service delivery to alternative locations with minimal impact to service levels. None of our service delivery locations are at material risk of flooding from rivers or sea level rises, from wind or wildfire risk. Like many organisations, we have reduced our reliance on physical offices, a model proven successful during the Covid-19 pandemic.

### Transition risk: compliance and reputational risk

As we move towards a low-carbon economy, we face increasing compliance requirements. These requirements emanate from several sources including the UK Government, regulatory authorities, and standard setters, such as additional FCA Listing Rules, the International Sustainability Standards Board (ISSB) disclosure requirements, and the Corporate Sustainability Reporting Directive (CSRD). We also face pressure from business stakeholders and market initiatives related to sustainability reporting, such as the TCFD, and from customers faced with similar pressures.

If we fail to meet these requirements and expectations, or if we fail to set and achieve our climate impact reduction targets, this is likely to harm our reputation and could cause customers to reduce their business with us.

We take our climate-related responsibilities seriously, which helps to mitigate this risk. We have had a Climate Change Committee in place since 2020, and have driven successful initiatives that include:

- The installation of solar panels at facilities in the UK, Europe and the United States, creating the capacity to generate more than 4m kWh of electricity per annum.
- Sourcing renewable energy for our operations in the United Kingdom, Germany, Spain, and the United States.

These and other initiatives have contributed to a reduction in our Scope 1 and 2 emissions of 80% since 2019 and supported our endeavours to be carbon neutral for our Scope 1 and 2 emissions - a target that we achieved on time in 2022 and have maintained in 2023.

We have set near-term, long-term and Net Zero targets for which we obtained SBTi approval in June 2023. We are proud to be amongst the first in our industry to have such comprehensive validation of our goals.

Our SBTi-approved targets are:

- **Near-term targets** - we have committed to reduce absolute Scope 1 and 2 GHG emissions by 82.1% by 2032 from a 2019 base year, and to reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, fuel and energy related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and upstream leased assets by 50.4% by 2032, from a 2021 base year.
- **Long-term targets** - we have committed to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2040 from a 2019 base year, and to reduce absolute Scope 3 GHG emissions by 90% by 2040, from a 2021 base year.

- **Overall Net Zero target** - we have committed to reach Net Zero GHG emissions across the value chain by 2040.

Our initial assessment indicates that transition risks associated with the shift to a low-carbon economy are more likely to have an impact on our business in the short term, while physical risks (both acute and chronic) may become a greater issue in the longer term, if global temperature increases are not held within the 2°C limit envisaged by the Paris Agreement or we see the impacts of global warming of 1.5°C above pre-industrial levels, envisaged in the Intergovernmental Panel on Climate Change 'Special Report'. More detail on the risks and opportunities arising from climate change, and the mitigating actions we are taking to address them, are shown below. The time periods align with the targets approved by the SBTi and reflect our view that transition risks are a more likely impact on our business in the short term, while physical risks may become more consequential in the long term.

The scenarios we have chosen reflect the TCFD requirement for a 2°C or lower scenario and a higher carbon scenario that is more likely to result in higher physical risks to the business. In the near- to medium-term at least, the resilience of our business to transition risks, which are well managed, mean they will not impact our strategy. Physical risks will be unlikely to materially affect our business model until the longer term, but this will be kept under review.

### Climate Scenario <2°C

Our analysis of this scenario indicates transition risks associated with moving to a low-carbon economy, with fewer physical risks.

Risk/opportunity	Description	Timing	Our strategic mitigation or capitalisation
<b>Transition risk</b>	Reputational risk with shareholders, customers, and employees if we do not adequately address our key climate-related targets and actions.	Near term Medium term	<ul style="list-style-type: none"> <li>We have established SBTi-approved emissions reduction targets for the near term and long term, and a Net Zero target of 2040.</li> <li>We proactively engage our stakeholders in understanding our climate-related action plans, engendering collaboration where possible.</li> </ul>
	Compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations.	Near term Medium term	<ul style="list-style-type: none"> <li>We monitor sustainability and climate-related regulations to ensure we understand their implications and establish corresponding action plans.</li> </ul>
	Increased cost of climate-related levies/increased pricing of greenhouse gas (GHG) emissions.	Near term Medium term	<ul style="list-style-type: none"> <li>We monitor climate-related levies and resource pricing which is reviewed through our Climate Change Committee.</li> <li>We have invested in our own energy generation solutions at key Integration Center locations</li> </ul>
	Changing customer behaviour.	Near term Medium term	<ul style="list-style-type: none"> <li>We build long-term, trusted relationships with our customers and closely monitor market trends and themes to maintain adaptability in the services we provide.</li> </ul>
	Travel curbs.	Near term Medium term	<ul style="list-style-type: none"> <li>Our hybrid-working model is proving successful, facilitating more virtual collaboration.</li> <li>Our underpinning infrastructure is scalable and designed to facilitate remote working.</li> </ul>
<b>Physical risk</b>	Continued isolated extreme weather events causing manageable business disruptions.	Long term	<ul style="list-style-type: none"> <li>Continued assessment of climate-related risk in the execution/evolution of our location strategy.</li> </ul>
	Higher summer temperatures and rapid changes in temperature and humidity causing challenges for data center cooling.	Long term	<ul style="list-style-type: none"> <li>Continued investment in appropriate cloud-based solutions from leading global suppliers will mitigate our reliance on high-risk facilities.</li> </ul>
<b>Opportunity</b>	Customers will continue to invest in their IT infrastructure, to enable hybrid working practices which are carbon-reducing, and to reduce the carbon footprint of their IT infrastructure. We will therefore continue to see high demand for modern, lower-carbon footprint technology products, strengthening the resilience of our business model and contributing to our continued growth.	Near term	<ul style="list-style-type: none"> <li>We are actively engaging with customer and vendor sustainability programmes, ensuring the technologies and services we provide align with their sustainability ambitions.</li> </ul>
	Customers will increasingly require our advice on the selection and deployment of technology products, to help them achieve their carbon reduction strategies.	Near term	<ul style="list-style-type: none"> <li>We are working closely with vendors to improve the availability of emissions data for their products through our technology advisory and technology lifecycle services.</li> </ul>
	Our Circular Services (redeployment, remarketing, and recycling of technology products) will become increasingly important to our customers and partners.	Near term Medium term Long term	<ul style="list-style-type: none"> <li>We are building on our strong foundations to expand our Circular Services offering across key geographies and setting ambitious targets to grow the volume of devices recovered through our Circular Services business.</li> </ul>

**Climate Scenario >2°C**

Our analysis suggests a slight increase in transition and physical risks in the near term, with increased physical risks over the medium and long term

Risk/opportunity	Description	Timing	Our strategic mitigation or capitalisation
<b>Transition risk</b>	Isolated and manageable business disruptions caused by extreme weather events, such as flooding or drought.	Near term Medium term	<ul style="list-style-type: none"> <li>We will continue to maintain operational resilience through the geographical dispersion of our Service Centers and versatility of our underpinning infrastructure.</li> </ul>
	Ad-hoc value chain interruptions.	Near term Medium term	<ul style="list-style-type: none"> <li>As a vendor-agnostic technology provider, we will seek to balance across multiple vendors and Original Equipment Manufacturers (OEMs) to mitigate material disruption to customer supply.</li> </ul>
<b>Physical risk</b>	Increased insurance costs due to natural disasters.	Near term Medium term	<ul style="list-style-type: none"> <li>Our location strategy will continue to consider the environmental risks associated with our premises.</li> </ul>
	Power, telecoms and internet disruptions.	Near term Medium term	<ul style="list-style-type: none"> <li>We will continue to maintain operational resilience through the geographical dispersion of our Service Centers and versatility of our underpinning infrastructure.</li> </ul>
	Increasing cost of power.	Near term Medium term	<ul style="list-style-type: none"> <li>We will continue to execute our own power generation initiatives building on the solar arrays already implemented across key UK, Europe, and US locations.</li> </ul>
	Flooding due to increased sea level (no strategic locations are at material risk).	Near term Medium term	<ul style="list-style-type: none"> <li>Continued assessment of climate-related risk in the execution/evolution of our location strategy.</li> </ul>
	Pandemics due to new diseases caused by climate and population changes.	Long term	<ul style="list-style-type: none"> <li>We have resilience and recovery plans to maintain service continuity during a pandemic event, which were used during the Covid-19 pandemic.</li> </ul>
	Population changes - due to things such as controls on population growth, increasing migration, and the need for automation.	Long term	<ul style="list-style-type: none"> <li>We will continue to maintain operational resilience through the geographical dispersion of our Service Centers.</li> </ul>
<b>Opportunity</b>	Our ability to supply technology products locally in multiple regions (UK, EU, North America and APAC) will help large international customers to reduce shipment costs and the associated carbon footprint. This international coverage will also increase our resilience and help us provide greater value chain resilience to our customers.	Near term	<ul style="list-style-type: none"> <li>Continued investment in our international capability to meet the needs of our target market customers.</li> </ul>
	Our existing strength as one of the world's most international and Services-led VARs give us the opportunity to establish a leadership position in helping both customers and technology vendors to achieve their sustainability goals.	Medium Term	<ul style="list-style-type: none"> <li>Continued investment in capabilities that align with the sustainability needs of our customers.</li> </ul>

## Metrics and targets

In line with our current risk assessment and mitigation plan, we continue to largely concentrate on transition risks and our commitment to becoming a Net Zero business, as outlined above. We have considered the cross-industry metric categories defined in the TCFD's guidance on metrics, targets, and transition plans (October 2021) in monitoring our transition to a low-carbon economy and the risks involved with it.

Metric Category	Target
<b>GHG emissions</b>	<p>We have set near-term, long-term and Net Zero targets for which we obtained SBTi approval in June 2023.</p> <p>Our SBTi-approved targets are:</p> <ul style="list-style-type: none"> <li>• <b>Near-term targets</b> - we have committed to reduce absolute Scope 1 and 2 GHG emissions by 82.1% by 2032 from a 2019 base year, and to reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, fuel and energy related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and upstream leased assets by 50.4% by 2032 from a 2021 base year.</li> <li>• <b>Long-term targets</b> - we have committed to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2040 from a 2019 base year, and to reduce absolute Scope 3 GHG emissions by 90% by 2040 from a 2021 base year.</li> <li>• <b>Overall Net Zero target</b> - we have committed to reach Net Zero GHG emissions across the value chain by 2040.</li> </ul> <p>To achieve our Scope 1 and Scope 2 reduction target, we will continue to invest in increasing energy efficiency in our facilities, to decrease our energy consumption. Where feasible, we will continue to install on-site renewable electricity systems, such as the photovoltaic systems already in place in the United Kingdom, Germany, Netherlands, and the United States.</p> <p>Where we are unable to generate our own, we will seek to source our electricity from renewable sources.</p> <p>To achieve our Scope 3 targets, we're working closely with customers and vendors to improve transparency and support carbon-aware decision-making.</p> <p>We will continue decreasing the percentage of waste sent to landfill, helping to reduce emissions from the treatment and disposal of waste.</p> <p>We are encouraging employees to, first, limit journeys for business travel purposes, and secondly if journeys are necessary, encouraging lower-emitting forms of transport, such as rail rather than air.</p>
<b>Transition risk</b>	<p>We have considered transition risks to achieving our strategic KPIs across the Group as a whole; they are not considered material at this stage.</p>
<b>Physical risk</b>	<p>We have assessed the Group's locations close to water sources at risk of flooding or at risk of sea level change. No strategic operations are close to water sources. No location has been identified as being at major risk of wind or wildfire. We retain the services of one of the foremost engineering and risk-based insurers in the world, which assists us in our assessments, and we are integrating locations that are not part of our Group Insurance Programme.</p>
<b>Climate-related opportunities</b>	<p>Customers will need us to:</p> <ul style="list-style-type: none"> <li>• supply and deploy modern, lower-carbon footprint technology products.</li> <li>• provide Circular Services for their technology estate.</li> <li>• provide local supply solutions, to minimise the shipment-related carbon footprint.</li> <li>• advise on selecting and deploying lower-carbon IT infrastructure, to help them meet their sustainability goals.</li> </ul>

Metric Category	Target
<b>Capital deployment</b>	<p>We do not have targets in relation to capital deployment, but we continue to make expenditure necessary to meet our commitments in terms of climate change. In recent years we have made significant investments to reduce our carbon footprint. These include the following initiatives:</p> <ul style="list-style-type: none"> <li>• Installing solar panels at four Integration Centers in the UK, Europe, and the United States, at a total cost of over £2m. Combined, these have resulted in annual power generation capability of approximately 4m kWh and the reduction in Scope 2 emissions of approximately 1,100 tonnes, based on a combination of the United Kingdom and Germany conversion factors.</li> <li>• Purchasing 'green' electricity across our UK and German businesses at an incremental cost of more than £200,000, resulting in emissions reductions of 11,958 tonnes.</li> <li>• Introducing electric vans in some of our logistics business areas and electric cars. In the United Kingdom, we have increased the proportion of non-internal combustion engine (non-ICE) cars (mild hybrid, PHEV and EV) from 64% to 78%, which is a 35.6% increase in non-ICE cars on prior year. In Germany, the percentage of non-ICE fleet has increased from 30% to 33%.</li> <li>• Acquisition of RDC, our Circular Services subsidiary, with plans for further investment to extend our Circular Services reach under the Computacenter brand and service governance model.</li> </ul>
<b>Internal Carbon prices</b>	<p>Since October 2021, we have applied an internal levy of £10/€12/\$14 per flight or hotel booking for the United Kingdom, France, Germany, Spain, Belgium, and the United States, to purchase carbon credits each year to offset the CO2 emissions generated from these activities. The total levy generated during the 12-month period to 31 December 2023 is circa £420,000.</p> <p>The levy will be revised in line with our carbon reduction ambitions during 2024, aligning cost more closely with the carbon impact of each journey.</p>
<b>Remuneration</b>	<p>For the year ended 31 December 2023, the discretionary bonuses of the Chief Executive Officer and the Group Development Director were linked to climate-related change management and communication.</p>

Computacenter is a leading independent technology and services provider, trusted by large corporate and public sector organisations. We are a responsible business that believes in winning together for our people and our planet.

We help our customers to Source, Transform and Manage their technology infrastructure to deliver digital transformation, enabling people and their business. Computacenter is a public company quoted on the London Stock Exchange [CCC.L] and a member of the FTSE 250. Computacenter employs over 20,000 people worldwide.



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