

# WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET



## Our approach to sustainability

# WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET

**I'm pleased to introduce our latest Sustainability Report, which describes our ESG goals and the progress we are making towards them.**

Sustainability by its nature is a long-term endeavour, and it has certainly been a long-standing commitment for Computacenter. We take a responsible approach across our operations including our environmental impact, and we believe in delivering positive social impact within our communities, too. These are enduring principles for us.

We've built this company by staying true to our values and principles, and they are the same ones on which we will continue to grow Computacenter.

Our Sustainability Strategy spans People, Planet and Solutions, and incorporates good governance, risk management and external benchmarking. You'll be able to discover what we're doing in all of these areas in this report, and how we measure achievements and prioritise initiatives, too.

In 2022, we achieved our target of becoming Carbon Neutral for Scope 1 and Scope 2 emissions – this is something we will now maintain for the long-term. This is a critical milestone on our journey to Net Zero in 2040.

Of course, the real work in achieving Net Zero lies ahead of all of us and will rely on collaboration and trust both up and down the supply chain. I'm confident that the powerful partnerships and trusted relationships we hold with technology vendors and customers alike can help contribute to our shared success – that's just one of the reasons we describe our Sustainability Strategy as 'Winning Together for our People and our Planet.'

I'm proud of what we've achieved so far, and we'll continue to improve, invest and innovate. We'll be the best that we can be – a company that our people, customers, partners and communities can be proud of.

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**Mike Norris**  
Chief Executive Officer



## Our Purpose

# HELPING OUR CUSTOMERS CHANGE THE WORLD

Our Purpose is helping our customers change the world. To support this, we build long-term trust with our customers, our people, our partners, our communities and our shareholders.

Our customers are some of the world's greatest organisations, in both the corporate and public sectors. They make world-changing decisions and investments, and while we do not change the world ourselves, we enable success for our customers so that they can realise the transformative benefits of information technology for their organisations, people, and the world. We work hard to get to know our customers, understand their needs and put them at the heart of everything we do.

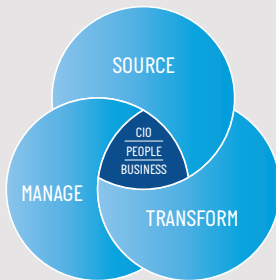
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## Our Ambitions

- Our customers will strongly recommend us for the way we help them achieve their goals.
- We'll be the preferred route to market for technology vendors, who can rely on our reach and scale.
- 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.

## Who we are and what we do



We are 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.

## Strategic Priorities



### CUSTOMER RELATIONSHIPS

Retain and maximise the relationships with our large corporate and public sector customers over the long term.



### CUSTOMER VALUE

Build unrivalled value for our target market customers by combining our service and product capabilities.



### SERVICES GROWTH

Lead with and grow our Services.



### PRODUCTIVITY

Improve our productivity and enhance our competitiveness by leveraging our scale and building efficiencies.

# OUR CUSTOMERS

**Our Purpose is helping our customers change the world.**

**Our customers are some of the world's greatest organisations. We work hard to get to know them, understand their needs and put them at the heart of everything we do. We work relentlessly to build their long-term trust so that they can rely on us in a complex and ever-changing world.**

**This selection of stories is from customers within our target market of the largest corporate and public sector organisations. They illustrate the significant trust that our customers place in Computacenter and the skills and experience of our people.**

Computacenter always provides fast and efficient support to all our members, in order to offer them virtualisation solutions adapted to their critical environments.

Hervé GRANDJEAN  
C.A.I.H



Computacenter have been our technology partner for so long, they now feel like an extension of our team. They have always provided a consistent level of expertise, service and attention as our company has quickly scaled over the years.

Doug Zeman  
Personalis



We have a massive agenda around Digital, and therefore it is essential that we have really strong strategic partnerships and strategic relationships.

Vikki Lewis  
Worcestershire Acute Hospitals NHS Trust



The long-standing partnership with Computacenter and the familiarity of its team have led to a considerable increase in efficiency in our telephony project. Very well trained and experienced experts were engaged on both sides. It is helpful to have people on both sides who understand each other.

Thorsten Traupe, Sennheiser



We are pleased with our cooperation with Computacenter and the solution offers even more capacity for data growth or other database systems than we originally assumed.

Andreas Biesenbach  
Ferdinand Bilstein GmbH + Co. KG



As a business, we have not flinched or shied away, and have moved mountains to keep our services going. Our response is publicly acknowledged as being phenomenal and DWP Digital has played a major part.

Kenny Robertson  
DWP Digital



Thank you to Computacenter for its unwavering and professional support over many years to all Caisse des Dépôts teams, in the service of the French public interest!

Philippe Jeanneau  
CDC Informatique



We already achieved employee satisfaction of 98 per cent in the proof of concept, which is a result of our cooperation with Computacenter and makes us all very optimistic.

Stefan Wöhlken  
TELCAT MULTICOM



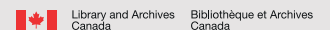
Computacenter has created a highly dynamic working environment, which is flexible and agile in the meeting rooms and workplaces. In addition to the design concept, Computacenter took care of the delivery, set-up and support for the media equipment, to our absolute satisfaction.

Steffen Löber, GASAG AG



Computacenter partnered with us to implement our digital asset management system. They were able to identify some of the challenges that we had not foreseen and were flexible in helping us implement some adjustments to our processes.

Sylvain Belanger  
Library and Archives Canada



# OUR PEOPLE

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 23 countries. Together, we've created a 'can-do' culture where people matter and are encouraged to thrive. We work hard to maintain our culture and to attract, develop and reward talent.

Our global recognition platform, 'Bravo!' 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 2022 we issued 168 bronze awards and 211 silver awards, across 13 countries. From the silver award winners, 29 people were further nominated for a gold award. Our global panel assessed all nominations and voted for our 16 final winners. Here are a few of our gold award winners and what they were recognised for.



Although Linda's role is internally facing, she stepped up when our healthcare customer needed support. Through careful engagement she made sure she understood the project vision, mission and value proposition, and produced the all-important branding, designs and messaging for a new hub for technology innovators, to enhance how care is delivered long term.



During the depths of the pandemic, Phil put our customer first. When others were working from home, he stayed in hotels to be close to the customer's site. Through his diligence, he ensured our customer received excellent service, so their users could carry on working productively.



Srinath was instrumental in setting up our Windows patching team in India and building links with our global team. He has found ways to dramatically speed up and broaden the team's work, and with his strong sense of ownership and constant searching for ways to outperform, he always delivers to the highest quality.



Sophie has played a fundamental role in integrating the CCNS acquisition into Computacenter France, while still performing her day-to-day role. Her outstanding impact, communication, performance and empathy, and her dedication to her team and the wider organisation, helped make the project a success.



Delphine has demonstrated our value of putting customers first. She showed great dedication in managing a new customer, as well as her regular customer portfolio. Her perseverance helped us develop a strong customer relationship and grow our business with them.



**Delphine Henno**  
Senior Customer Executive, France

When two of his three team members changed, Asghar kept the Computacenter flag flying by ensuring the customer continued to receive a high-quality service, taking on all the high-skill, planning and organisational issues and even postponing his holiday, while his new colleagues successfully bedded in to the team.



**Asghar Shabani**  
System Engineer, Germany

Richard is a highly respected member of the team, who has gone well beyond his core role to support a customer with a complex and sensitive issue. In the process, he has become a trusted advisor and demonstrated his commitment to putting the customer first.



**Richard Ibbotson**  
Consultant, United Kingdom

Nicole's extraordinary performance helped to keep people safe at the peak of the pandemic. New rules meant around 3,000 people entering our workplaces had to be checked daily for Covid symptoms. While still doing her regular job, Nicole and her team rapidly organised and managed this, complying with the law, keeping our business running and protecting people from illness.



**Nicole Sondermeyer**  
Personal Assistant, Germany

Helen went above and beyond in supporting the United States business through its ERP programme. While away from home for long periods, she demonstrated our Winning Together Values throughout, working hard to minimise customer impact while educating our teams, to ensure she left a positive legacy.



**Helen Richardson**  
Operations Manager, United Kingdom

When our customer had an urgent need, Jonathan came through. While handling his regular shifts, he showed flexibility outside of his regular working hours to relocate the customer's equipment, to meet time-critical deliverables. Jonathan's positive attitude and focus on quality mean we remain a trusted provider and the customer's senior executives recognised his success.



**Jonathan Murphy**  
Senior Customer Engineer, United States

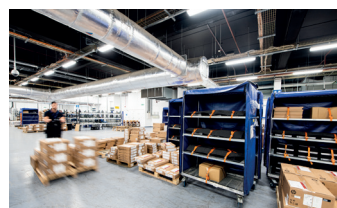
# WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET

**Our Purpose is helping our customers change the world and to support this we build long-term trust with our customers, our people, our partners and our communities.**

**We have been committed for many years to a responsible Environmental, Social and Governance (ESG) approach, 'Winning Together for our People and our Planet', which underpins Our Purpose. We recognise that the long-term future of our company, our people and our planet relies on an enduring commitment to sustainability.**

We're proud of what we've achieved and we'll continue to improve, invest and innovate. We'll be the best that we can be – a company that our people, customers, partners and communities can be proud of.

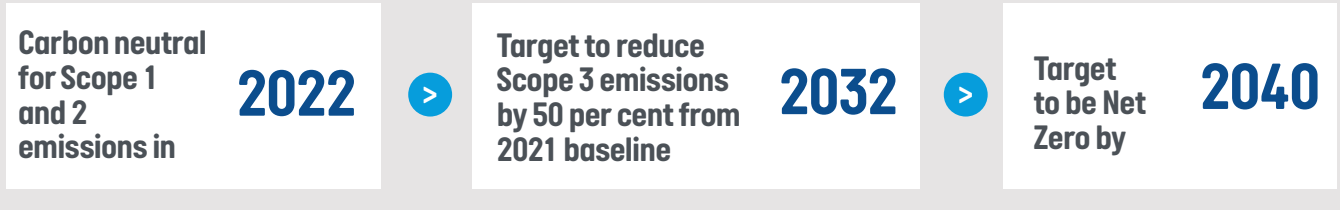
**Mike Norris**  
Chief Executive Officer



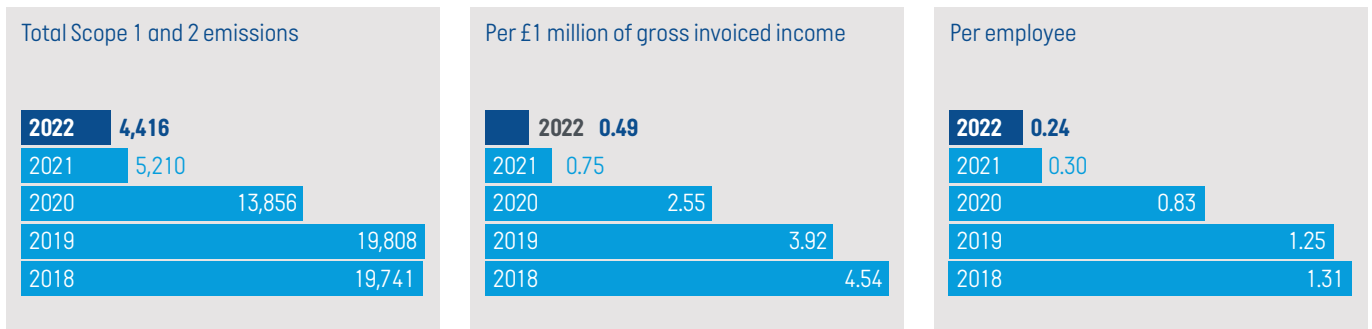


# Carbon neutral for Scope 1 and 2

Computacenter achieved its goal of becoming carbon neutral in 2022 for Scope 1 and 2 emissions, supporting our journey to Net Zero.



## Group emissions performance over time (metric tonnes)



## People highlights

<p><b>4,500+</b> new people hired</p> <p><b>82,000</b> candidate applications received</p>	<p><b>TOP EMPLOYER INSTITUTE</b></p> <p>certification retained in <b>United Kingdom</b> and <b>Germany</b></p>	<p><b>INVESTORS IN PEOPLE</b></p> <p>award for <b>leadership and management</b></p>
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## Planet highlights

<p>Computacenter became</p> <p><b>Carbon neutral</b> (Scope 1 and 2) in 2022</p>	<p><b>&gt;3 million kWh</b></p> <p>of electricity generated by our <b>solar farms</b></p>	<p><b>&gt;78%</b> of Group electricity usage is from <b>renewable sources</b></p>
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## Solutions highlights

<p><b>112,028 tonnes</b></p> <p>of carbon avoided through reuse of assets (<b>redeployment and remarketing</b>)</p>	<p><b>1.9 million assets</b></p> <p>processed by our <b>Circular Services division</b></p>	<p><b>617 tonnes</b></p> <p>of reusable raw materials generated through <b>industrial recycling</b></p>
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## Winning Together for our People and our Planet

Our Purpose is helping our customers change the world, and to support this we build long-term trust with our customers, our partners, our people and our communities. We have been committed for many years to a responsible Environmental, Social and Governance (ESG) approach, 'Winning Together for our People and our Planet', which underpins Our Purpose. We recognise that the long-term future of our company, our people and our planet relies on an enduring commitment to sustainability.

This is a fundamental part of how we work day-to-day. We focus on the areas that are most important to us and our stakeholders, 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 area 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 objectives.

### Sustainability strategy framework

## WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET

### PEOPLE

#### Supporting people and communities

Delivering positive social impact, with a focus on our people.

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

### PLANET

#### Ensuring sustainable operations

Taking a responsible approach across our operations, including our direct and indirect environmental impact and oversight of our supply chain.

**Executive owner:** Tony Conophy, Group Finance Director

### SOLUTIONS

#### Offering sustainable customer solutions

Helping our customers with their sustainability goals through our service offerings with a focus on Circular Services.

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

### COMMUNICATION

Communication across all stakeholder groups and channels.

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

### GOVERNANCE

Underpinning accountability, investment plan, compliance and reporting.

**Executive owners:** Tony Conophy, Group Finance Director and Mike Norris, Chief Executive Officer

### STANDARDS AND FRAMEWORKS



United Nations  
Global Compact

ecovadis

TCFD

TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES



SCIENCE  
BASED  
TARGETS


DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

CDP



## Standards and frameworks

Our Sustainability strategy is aligned to the global standards and frameworks below that are essential for compliance or most relevant to our key stakeholders. In addition, we align to other standards and initiatives as appropriate in specific countries.



**United Nations Global Compact**

**United Nations Global Compact (UNGC)**  
Computacenter has been a proud signatory of the UNGC since 2007 and we are committed to supporting its 10 core principles and embedding them within our supply chain.

Principles 1-6 cover human rights and labour, supported through our people-related policies within the 'people' section on page 42.


Principles 7-9 cover the environment, and we discuss these further in the 'planet' section of our Sustainability section on page 46.

Principle 10 covers anti-corruption and our zero-tolerance approach to bribery and corruption and is addressed on page 53.




**EcoVadis**  
EcoVadis is a sustainability framework that is frequently selected by our customers and partners, and which we have also chosen to use as a key benchmark.


We have achieved both silver and gold EcoVadis ratings in our operating countries. We use the ratings to help inform our key sustainability initiatives and expect to continually improve our ratings in the coming years.



**Science Based Targets initiative (SBTi)**  
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. Our SBTi submission is expected to be validated by mid-2023.



**Task Force on Climate-related Financial Disclosures (TCFD)**  
This is a mandatory reporting requirement and is covered in detail on page 54.



**Carbon Disclosure Project (CDP)**  
We participated in the CDP and have a score of B, an improvement on our C rating of the previous year. We continue to target further improvements in our rating.

**Procurement Policy Notice submission**  
As a supplier to the UK Government, we are required to have a robust and documented carbon reduction plan. We therefore made the necessary Procurement Policy Notice submission during 2021 and update it annually. This is part of a broader pattern of public sector customers adding criteria for companies to meet, in order to remain eligible to supply goods or services to them.

## UN Sustainable Development Goals

We focus on where we can take meaningful action aligned to nine of the UN Sustainable Development Goals:





**Ensure healthy lives and promote wellbeing for all at all ages**  
We will support the mental and physical wellbeing of our employees by ensuring that our people have quality working lives and feel safe and protected.



**Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all**  
We will maintain high standards of employment for our people and will work with our supply chain to build resilience and decent work.



**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.



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**  
We will work to remove barriers that exist in our local societies, creating employment, training and educational opportunities.



**Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation**  
We will act responsibly as a business to make a positive impact within our industry and wider communities.



**Take urgent action to combat climate change and its impacts**  
We will continue to take action to reduce our climate impacts, both direct and indirect, aligned to Science Based Targets.



**Achieve gender equality and empower all women and girls**  
We will continue to work towards achieving a balanced gender mix in a male-dominated industry.



**Reduce inequality within and among countries**  
We will continue to foster an environment which enables employees to speak openly and ensure they have the knowledge they need to promote a positive and inclusive environment for all.



**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.

# PEOPLE

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

With over 20,000 employees across 23 countries, and an average length of service of seven 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.



**8.73%**

increase in **women leaders** since 2020

Special recognition award for

**WELLBEING**

Inspiring Workplaces EMEA 2022

**4,500+**  
new people hired

**82,000**  
candidate **applications** received



**TOP EMPLOYER INSTITUTE CERTIFICATION**

retained in **United Kingdom** and **Germany**



Rated by **Glassdoor** as one of the

**50 BEST COMPANIES**

to work for in the United Kingdom

Rated by **Kununu** in the

**TOP FIVE PER CENT**

of companies in Germany

**INVESTORS IN PEOPLE**

award for **leadership and management**

### Attracting talent Talent acquisition

In an extremely competitive talent market across the globe, we have continued to build our team, hiring over 4,500 new starters in 2022, with particular growth in Germany, India, the United Kingdom, the United States and South Africa.

These achievements were made possible by developing capability and building more experienced teams through insourcing contracts, team development and employer branding awareness campaigns. As a result, we were able to increase our global application numbers again by more than 60 per cent, to approximately 82,000.

We have continued to receive external recognition, including:

- Reaccreditation by Investors in People in the United Kingdom to silver level.
- Being rated by Glassdoor as one of the 50 best companies to work for in the United Kingdom.
- Being ranked in the top five per cent of companies on Kununu, a German employer rating platform.

### Future Talent 2022

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 2022, we increased our intake across these important early-career programmes, with 447 hires across four countries, of which 36 per cent were women.

### Talent management and learning

Development of our people remains an investment focus, to ensure we provide continuous growth opportunities for them. Our learning culture means we ensure that our people engage in continuous, career-long development.

- **Future Focus**, our continuous performance management tool, allows employees to drive their own development plans with the support of their managers. This has assisted us in supporting our people with their achievement of over 4,000 technical certifications in 2022.
- **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 development programmes and pathways contributed to over 1,500 internal promotions in 2022.

### Fostering engagement

We know that engagement is key to our success and that highly engaged employees help us deliver better outcomes for our customers. We have several forums for engaging with our people including Works Councils in 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.

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.

### Group employee engagement survey

Our comprehensive global 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 2021, and enables our managers, supported by the Human Resources (HR) team, to develop action plans for their specific areas. Using this feedback from our people, we have completed over 1,300 improvement actions during 2022 across the Group.

Winning together days were a key part of our ongoing engagement programme during 2022. Held every month during the last quarter, in every country on the same day, winning together days brought people together in our offices to connect, collaborate and engage. We encouraged our people to be together to learn and have fun, creating that energy we get from being together, and allowing those who joined us during the last two years an opportunity to experience the in-person Computacenter culture.

### Developing leaders

Our leaders are our role models, stewarding our responsible business for the long term. Our values underpin our leadership principles of collaboration, inclusion, an open mindset, innovation, and leading as a coach, and guide our leadership recruitment and development programmes. During 2022 our leaders completed over 1,000 development courses, with our overall approach to leadership development being recognised in the United Kingdom by the Investors in People award for leadership and management.



I'm a big advocate of lifelong learning and have really benefited personally from career mobility within Computacenter over the course of my own career. No matter where you are in your career, chances are you will need some support for the next step – pathways can show you the way!

**Pierre Hall**  
Professional Services and  
Technical Resources Group Director

## Diversity & inclusion (D&I) and wellbeing

At Computacenter we define our approach to 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, where they are valued, respected, and supported to reach their full potential and have a sense of belonging.

In our last employee survey, we achieved positive inclusion results, demonstrating that our people believe we support equality of opportunity and that they can be themselves at work.

In November, we were delighted to welcome René Carayal as an Independent Non-Executive Director. René's extensive inclusive leadership work will help shape and guide us as we further develop our D&I programmes.

Our Equality and Respect at Work policies support 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. As detailed in our Recruitment and Pay policies, all decisions are made using objective standards based on qualifications and experience as they relate to the role.

To focus our D&I work we target six pillars developed by our people, ranging from gender and culture to life balance. Our dedicated D&I manager works closely with our HR managers and business partners to embed D&I into our people plans. During 2022, we continued our journey around D&I by embedding conversations about diversity and inclusion into everything we do, through training and learning opportunities, events and communications, and our policies.

Highlights include our 'Inclusion Series' webinars, providing a forum for our people to share and learn about a focus topic, including Generations and Pride. We also piloted new inclusive leadership training, focusing on making inclusion real, and building and fostering an inclusive culture.

Being a woman in engineering is very rewarding – it gives you a great sense of accomplishment when you fix something. I wish I could have got into IT at a younger age. Engineering is so much more than 'switching it off and on again'.

**Danielle**, Customer Engineer, Technical Resources Group North

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.

- In the United Kingdom, as a Disability Confident Employer, we are committed to ensuring our recruitment process is inclusive and accessible.
- 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 are involved in the application process of applicants with disabilities.

### Gender diversity

Computacenter is passionate about encouraging more women to join our industry, and supporting our women employees to reach their goals and role model the possibilities for future generations. In support of this we have developed specialist personal and leadership development opportunities:

- Our **Growing Together** programme supports this for our mid-level women employees. The programme focuses on networking, engagement and education. Over 130 women employees have participated in this programme so far, and further cohorts are already planned for 2023.
- Our **Leading Together** programme, supporting our most senior women (those that operate at two levels below the Group Executive) from across North America, the United Kingdom, France and Germany, saw a cohort of 11 participants in 2022.

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

We sponsor a number of awards and events to help influence the industry in this space, including FDM Everywoman in Tech, CRN Women in Channel and The Athena Hackathon. We are extremely proud that we have continued to receive recognition of our brilliant women talent at the CRN Women in Channel Awards 2022 and were again named as a top employer for women in Germany by Brigitte magazine.

Our focus on balancing gender diversity is evidenced by the progress that we made in 2022. 57 per cent of our most senior joiners were women during the year.

The table below shows our gender diversity at the year end:

	2022		2021	
	Women	Men	Women	Men
Board	3	6	3	6
Senior managers	34	83	28	94
Other employees	5,495	14,476	4,726	13,135
Total	5,532	14,565	4,757	13,235

## Wellbeing

Computacenter is dedicated to creating a workplace that promotes positive physical and mental wellbeing; this is a critical component of how we support our employees, with the importance of this coming to the forefront during the global pandemic. 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.

We have an Employee Assistance Programme in each country, enabling our people to access specialist wellbeing support with over 3,000 fitness, nutrition, and health and wellbeing courses through the Humanoo 'Be Well' mobile app.

Our Healthy Leadership training 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. A new Advanced Healthy Leadership training module is currently being developed. 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.

We were proud to have received a special recognition award for wellbeing at the 'Inspiring Workplaces EMEA 2022' awards. We were also pleased to have attained 'Achieving Change' status in the Mind Wellbeing Index 2022.

## Employee Impact Groups

We want our people to have the opportunity to influence and create a working culture they are proud to be part of. Our Employee Impact Groups (EIGs) give employees the opportunity to help shape and drive sustainable change. Our first EIG focuses on ethnic diversity in the UK. In 2022, it led a wide range of activities including a 'Breaking Barriers' event, co-hosted with CRN, where 195 professionals from the sector joined expert speakers and industry leaders to share advice and best practice in making our industry more inclusive to people from ethnic minority backgrounds.



We are creating country-specific EIGs focusing on in-country priorities such as gender and wellbeing. Each group has an Executive sponsor aligned with representation from all areas of the business.

## Reward and recognition

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.

Our global recognition tool 'Bravo!' helps us to foster a high-performance culture through recognising and rewarding one another's great performance. It has been a crucial component of employee engagement since March 2020, and we were proud that the scheme was shortlisted in the Employee Benefits Awards 2022 for 'Best motivation or recognition scheme'.

Bravo! provides a platform to enable instant peer-to-peer recognition. Employees can nominate colleagues for awards, recognising exceptional performance. In total, 12,500 Bravo! awards were issued in 2022, including 16 gold awards, which represent the highest-level of global recognition with the recipients selected by a panel of senior managers. The scheme also allows employees to donate the value of their rewards to one of our chosen charities.

## Supporting our people through economically turbulent times

In addition to our annual pay awards made in January each year, we applied a further one per cent pay increase globally to employees in April 2022 and our pay planning for 2023 has ensured that we focus attention to gear awards to the lower paid in our workforce. Our approach to wellbeing, diversity and inclusion and our policies have been updated in line with the 'Business in the Community' guidance to ensure that we are doing what we can during these turbulent times to support our people, including financial awareness and support training.



## Supporting communities

We recognise the importance of delivering social value for our communities and we support our people to take part in activities where they can make the most difference.

We are also committed to support for our wider communities and re-signed the United Kingdom Armed Forces Covenant, achieving Bronze in the United Kingdom's Defence Employer Recognition scheme in 2022. In the United Kingdom we are recognised as an armed forces friendly employer.

## Inspiring future generations

To attract diverse talent, we continue to run outreach programmes with schools, universities and charities, promoting awareness of women in technology, attracting minority ethnic talent, people with disabilities, and young people from disadvantaged backgrounds. In addition, we offer a unique mentoring programme and career changer programme for women candidates interested in technology roles.

Over 140 employee volunteers in the UK supported our educational outreach programme, Bright Futures, during 2022, reaching over 34,000 students and young adults. The Bright Futures mission is to support the next generation of young people by inspiring them to follow a career in technology.

## Working with charities

We support initiatives to raise money for charities, including activities proposed and run by our employees. We achieve fundraising through donations, events and Give as You Earn options.

Some of the highlights from 2022 include:

- Over 40 charities donated to through our company supported fundraising activities and donations.
- £37,000 donated to Unicef in connection with the 'CC Big Walk' wellbeing challenge.
- £65,000 donated to the Disaster Emergency Committee Ukraine appeal.
- Local volunteering activities including food bank donations in the United Kingdom, beach clean-ups in North America and the donation of provisions for Ukraine.



# PLANET

## Ensuring sustainable operations

We continued to make good progress towards our Net Zero goal, with a further reduction of 15 per cent in our Scope 1 and 2 carbon emissions in 2022.

**Tony Conophy**  
Group Finance Director

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



**>78%** of Group electricity usage is from renewable sources

Computacenter became **Carbon neutral** (Scope 1 and 2) in 2022

**>3 million kWh** of electricity generated by our solar farms

### Our targets

Target	Timing	Status
<b>Carbon neutral</b> for Scope 1 and 2	<b>2022</b>	<b>Complete</b> 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.
<b>50 per cent reduction in Scope 3 emissions</b> from 2021 baseline	<b>2032</b>	<b>On Track</b> 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 supply chain which constitutes most of our Scope 3 emissions.
<b>Net Zero</b> for Scope 1, 2, and 3	<b>2040</b>	<b>On Track</b> 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. Our SBTi submission is expected to be validated by mid-2023.



## Emissions performance over time (metric tonnes)\*

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

\* Certain prior-year numbers have been recalculated in line with our latest chosen intensity measurement methodologies.

### Our commitment is demonstrated by the targets that we have set for ourselves, and through the initiatives that we have established as part of our Sustainability strategy under the guidance of our Climate Committee.

Our Climate Committee meets at least four times each year and leads our approach to reducing our environmental footprint. It is chaired by the Group Finance Director and includes Group managers and senior employees with specific environmental interests. The Committee debates and proposes initiatives, with material investments then approved at Group Executive level and communicated through our Sustainability communications framework.

Our roadmap to achieve Net Zero in 2040 is underpinned by Science Based Targets and includes the following initiatives:

- Continued investment in renewable energy, self-generating power solutions and reducing consumption through both implementing better technology products in our own environment and enhancing the efficiency of our facilities.
- Managing a continued reduction in Group travel through a mixture of incentives, travel levies and technology-supported hybrid working and collaboration.
- Working with our technology vendors on their own journey to Net Zero, to ensure that the products we purchase for resale do not increase our carbon footprint. Most of our technology vendors are among the global leaders in the industry and share our commitment to Net Zero.
- Working with our wider supply chains to ensure they are aligned to our 2040 target and hence reducing emissions in areas such as transportation.
- Utilisation of our Circular Services operations to avoid carbon consumption with the reuse of technology assets and extraction of raw materials through redeployment, remarketing and recycling.
- Widening the adoption of our Circular Services portfolio with our customers, to enhance their carbon avoidance.
- Offsetting remaining emissions that cannot 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.

- We will regularly review and refine our roadmap based on Science Based Targets, to ensure that the evolution of standards in this area is reflected in the initiatives we prioritise.

### Energy usage

In 2022, the Group consumed 9.7 million kWh of Scope 1 energy (United Kingdom operations: 2.8 million kWh), up from 9.3 million kWh (United Kingdom operations: 3.7 million kWh) in 2021. It also consumed 35.8 million kWh of Scope 2 energy (United Kingdom operations: 17.5 million kWh), down from 38.5 million kWh (United Kingdom operations: 19.2 million kWh) in 2021.

We have benefited from electricity generation from our solar panel installations in Hatfield, United Kingdom, Kerpen, Germany, and, more recently, the 2022 installation in Livermore, California.

In total we generated over 3 million kWh of our own electricity in 2022, avoiding 1,254 tonnes of annual CO<sub>2</sub>e.

In addition to generating our own electricity, we source renewable energy for our operations in the United Kingdom, Germany, Spain and the United States. In total, we consumed 24.9 million kWh of renewable energy in 2022, avoiding 10,847 tonnes of annual CO<sub>2</sub>e.

We continue to find ways to reduce our energy usage, including enhancing the energy efficiency of all new and refurbished facilities and choosing office equipment solutions such as PCs and peripherals with reduced power usage.

### Travel

We have a target to reduce emissions from business travel by up to 35 per cent by 2025, compared to the baseline in 2019. While the target remains challenging to achieve given the Group's growth, we continued to progress towards it in 2022, achieving a 50 per cent reduction in carbon emissions from flights and hotel rooms compared to the 2019 baseline.

While travel remains an unavoidable part of conducting business, all trips are considered both in terms of their necessity and the associated carbon emissions impact of the chosen travel plan.

- We introduced a travel levy in 2021 for all flights and hotel bookings across the Group, the proceeds of which are used to offset the travel element of our Scope 3 emissions. From October 2021 to December 2022, we generated c. £280,000 from the travel levy.
- When employees book flights they can see the associated carbon emissions on the flight booking system.
- We implemented a programme in Germany to substitute internal flights with first class train travel, as the national railway company Deutsche Bahn achieves Net Zero emissions through offsets.
- We continue to install electric vehicle charging points at our sites as demand increases.

### Materials usage

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.

- Some manufacturers supply cardboard-based internal packaging and have significantly reduced their plastic content.
- Nearly all plastic bags are now either retained to be re-used or separated and collected for dedicated plastics recycling.
- We regularly hold discussions with our technology vendors about their use of packaging materials, and are exploring improved models for our own packaging solutions.
- We send as little waste as possible to landfill and closely monitor recycling performance for materials such as plastics, paper and cardboard.

### Electricity generated by our own solar installations

kWh of renewable energy (million)	Established	2022	2021
Hatfield, United Kingdom	2020	1.7	1.8
Kerpen, Germany	2021	1.1	0.03
Livermore, California	2022	0.25	n/a

## e-invoicing and pre-printed stationery

We send around 100,000 sales invoices each month. In general, the need for printed materials and documents has significantly reduced as they have been replaced with electronic systems and collaboration tools

- In excess of 90 per cent of our UK invoices are sent electronically.
- 88 per cent of our German invoices are sent electronically.
- Pre-printed stationery production has ceased across most of the Group.

These measures increase efficiency, reduce cost and reduce our environmental impact.

## Energy-efficient lighting and equipment

All new offices have enhanced energy efficiency as standard.

Refurbishment and upgrade activities across all locations are subject to efficiency planning to contribute to a reduced environmental impact.

## 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 corporate website: [computacenter.com](http://computacenter.com).

### Global GHG emissions

(metric tonnes of CO<sub>2</sub>e)

	2022	2021	2020
Scope 1	1,979	1,908	5,640
Scope 2	2,437	3,302	8,216
Total	4,416	5,210	13,856

Scope 1 includes: combustion of fuel and refrigerants loss. Scope 2 includes: electricity, heat, steam and cooling purchased for own use.

Scope 1 and 2 emissions fell from 5,210 metric tonnes of CO<sub>2</sub>e in 2021 to 4,416 metric tonnes in 2022, a reduction of 15 per cent.

The Group's UK operations accounted for 29 per cent of the Group's Scope 1 carbon emissions (36 per cent in 2021), and zero per cent of the Group's Scope 2 carbon emissions in 2022 (14 per cent in 2021).

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

- 0.49 metric tonnes per £m of gross invoiced income (2021: 0.75 metric tonnes), a reduction of 34.9 per cent.

- 0.24 metric tonnes per Group employee (2021: 0.30 metric tonnes), a reduction of 20.0 per cent.

## Logistics

We use logistics services to deliver products to our customers. Minimising the environmental footprint and the cost of these services requires us to employ the Integration Center nearest to the customer's premises.

As previously noted, we have negotiated with many UK customers to fulfil deliveries to their EU operations from Kerpen rather than Hatfield. This has the additional benefit of avoiding post-Brexit challenges at the border.

We are working with our various logistics suppliers to ensure that they are maximising the impact of their own sustainability strategies through, for example, the use of low emissions vehicles.

While direct shipping from technology vendors can be used where appropriate, the efficiency of our Integration Center model, and our ability to manage stock availability, packaging waste, equipment configuration and staging activities consistently across our Integration Centers, ensures efficiency and minimised environmental impact, and remains the preferred choice of many of our international customers.

## 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 per cent 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. We are not aware of any breaches of the policy in 2022.

## Packaging waste regulation

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

## Energy Savings Opportunity Scheme (ESOS)

Computacenter complied with this legislation by submitting its energy report, which covered the period 1 April 2018 to 31 March 2019. The next submission is required in 2023.

## RESPONSIBLE BUSINESS

### 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 approach to health and safety is based on 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.

It is vital that everyone concerned is made aware of their responsibilities for implementing our health and safety policy. 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 have continued to support our people in workplaces by providing appropriate face masks, cleaning materials and hand sanitisers throughout these facilities. The table opposite shows the health and safety performance of our United Kingdom, Germany, and France businesses. 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.

## Health and safety statistics

	AIR		AFR	
	2022	2021	2022	2021
United Kingdom	1.05	0.87	0.19	0.87
Germany	2.69	1.99	0.16	1.99
France	2.45	0.69	0.45	0.69

We have continued to offer health and safety training, for example covering display screen equipment, manual handling, environmental awareness, and safe driving. The Group has continued 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 system.

### Supply 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 Contract Management team. The team uses a standardised onboarding process, which from 2022 is underpinned by a new supplier management platform to drive greater consistency, automation and visibility. Among other things, this validates that the request to add the supplier complies with our Business Ethics Policy, obtains a supplier self-assessment on several topics, including sustainability issues, and highlights to prospective suppliers key Computacenter policies, such as IT Security, Anti-Bribery and Corruption and our recently updated 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 sign up to our Code of Conduct, or confirm that their own ways of working align with the code.

### Human rights and modern slavery

Our commitment to human rights means we have adopted the principles of the leading international standards and conventions 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), and understand our responsibility to respect and

support human rights. 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 also includes our Health and Safety, Respect and Equality at Work policies, and our disciplinary and grievances processes. In addition, 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.

In relation to our supply chain, we progressed throughout 2022 with the implementation of an industry-recognised and dynamic third-party due diligence system. Since the system went live in 2022, new suppliers within our larger countries have progressed through the advanced due diligence process that this has enabled. In our North American business, all suppliers and partners are assessed through an equivalent system. The due diligence systems enable the collection of comprehensive vendor due diligence prior to their inclusion within our supply chain. Issues arising are referred to Group Compliance. One of the areas covered in the due diligence conducted focuses on human rights and modern slavery-related risk.

In addition to our due diligence activities, all potential suppliers are required to comply with our Supplier Code of Conduct, which clearly sets out our requirements within both the modern slavery and wider compliance environment and outlines standards that we require of our suppliers within their business operations. As part of the Code of Conduct, suppliers are required to notify Computacenter of any breach of these standards and to take appropriate steps to remedy them.

Our Group Speak Up (whistleblowing) policy explains how our people can report any concerns they may have through our externally provided, independent hotline. This is included in our Supplier Code of Conduct and

enables the reporting of any suspected modern slavery, or other human rights issues within our supply chain, on an anonymous basis if requested. Any concerns raised are fully investigated, with oversight from the Director of Group Legal and Compliance and Chief People Officer. In 2022, there were no issues within the Company that related to modern slavery or human trafficking amongst our people or in our supply chain.

### Anti-bribery and corruption

Computacenter has a well-established anti-bribery and corruption compliance framework. This is underpinned by our Ethics Policy which, together with specific Anti-Bribery and Corruption and Fraud policies, provides a clear set of rules and expectations that are applied across our business. This is supported by employee training, guidance documentation, further role-based training, and communications. The framework is overseen by the Group Legal and Compliance Director and our Compliance Steering Committee. It is regularly audited by our Internal Audit function. The framework is supported by the externally managed, confidential whistleblowing hotline provided by Safecall, an industry-recognised provider of such services, available to our people and supply chain.

We continued to reinforce our zero-tolerance approach to bribery and corruption throughout 2022, providing training as an integral part of our induction process and ensuring continued awareness of our whistleblowing hotline across the Group. This ensures that all employees, contractors, third parties and suppliers know that they can report any issues on a confidential basis. No material breaches of our policies were identified during the year.

To ensure that our compliance strategy remains appropriate for counterparties within our supply and value chain, we have implemented due diligence procedures in this area that reflect the risks of doing business with a particular counterparty or in a particular location or sector. We have a process for proposed activities in new countries that assesses countries against the Transparency International Corruption Perceptions Index for prevalence of corrupt practices, to ensure that our compliance framework in this area is appropriate for any new operations. We have, as part of a wider initiative, introduced a due diligence tool into our supplier onboarding process within larger countries. In addition, we have introduced a process, operated by our United Kingdom and EU trade compliance teams, that gathers additional due diligence information in relation to specific customers with links to certain countries and individuals.

# SOLUTIONS

## Offering sustainable customer solutions

Our customers not only expect Computacenter to be a sustainable supplier and partner but also to help them to achieve their own sustainability goals. Our activities here are in three areas: **Circular Services, Technology Advisory and Asset Lifecycle Services.**

**112,028 tonnes**

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

**1.9 million assets**

processed by our **Circular Services division**



**617 tonnes**

of **reusable raw materials** generated through **industrial recycling**



## 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 whilst in use, then recover and regenerate products and materials at the end of each service life.

Our subsidiary R.D. Trading Limited (RDC) is responsible for our Circular Services offering. The bedrock of the service is the audit, data-wiping and safety testing of every customer asset. Once in our system, the circular journey can then begin, bringing to customers the benefits, both financial and environmental, of redeploing, remarketing or recycling their old equipment. Putting customer assets to good use elsewhere within their business through redeployment saves money and carbon against purchasing new. Likewise, remarketing all functional assets that are no longer required generates cash, as well as reducing the carbon footprint of third parties buying new. In addition, recycling all the equipment that is too old or damaged removes potentially harmful materials from landfill, whilst extracting metal and plastic products that can be reused in manufacturing.

RDC has established a robust methodology for accurately measuring and reporting on our end-to-end recycling management approach, with whole recycling facilities dedicated to testing, measuring and filming of controlled batches of our customers' scrap, including systems, screens, servers, networking devices and printers. This has enabled us to provide detailed records of metal, circuit board and plastic material extracted from the waste stream.

Combining redeployment, remarketing and recycling with secure logistics and data management into an integrated package is at the core of Circular Services.

RDC's capabilities are backed up by Circular Services delivered in Germany from our Kerpen Integration Center and recent acquisition, ITL logistics. We extend these capabilities with partners worldwide to align with Computacenter's international coverage.

## Technology Advisory

Our role as both a trusted independent technology advisor and provider of Technology Sourcing for our customers puts us in a unique position to help customers drive their sustainability strategies through a number of services across the entire lifetime of an asset.

## Selection of the most sustainable technology products

As one of the world's largest VARs, we work with all the leading technology suppliers and make available 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 deployed IT estate, enabling them to understand and address the environmental impact as part of future change and deployment initiatives.

## Supporting technology vendors

We work closely with our technology vendors to understand their sustainability strategies, help them to achieve their sustainability goals and help our customers to make informed decisions. We are proud to have been recognised by HP as a Sustainability Partner, and to have achieved the new Cisco Partner Environmental Sustainability Specialized in 2022.



## Sustainable supply 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.

## Asset Lifecycle

We help our customers to deploy and manage their technology assets in line with their business needs and sustainability goals.

## 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, which allow us 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.

2022 saw growth across our Circular Services portfolio. Customers cleared stores of equipment maintained during the pandemic, which increased remarketing revenues. There was also a surge in demand for international Circular Services capability, which has continued into 2023.

## Gerry Hackett

Managing Director  
RDC (a Computacenter company)

## Ways of working for users

Technology is a huge enabler for our customers to allow different ways of working for their users. 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.

## Asset management

Using our SmartHub platform, we can 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, usually extending the life of most assets covered.

## Device as a Service

Our asset lifecycle services have been brought together into our DaaS offering, through which we manage the whole lifecycle of assets for our customers. This service leverages sustainability principles that help our customers to address environmental impact, risk management and efficient use of their IT asset estates.

## Braintree, United Kingdom

Our Circular Services Integration Center in Braintree is supplemented by facilities in Germany and partners worldwide.



### Redeployment



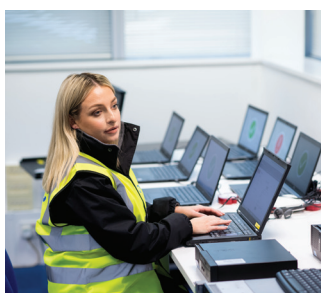
### Remarketing



### Recycling



### On-site data sanitisation



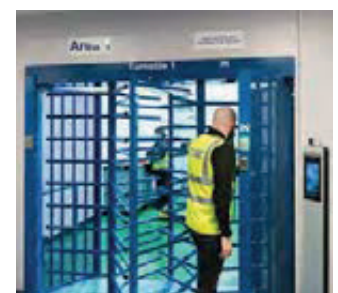
### Technical processing



### Secure transport



### Secure environment



# GOVERNANCE

## Ethics and Compliance

Our approach to governance, ethics and compliance helps us to maintain and monitor a culture of high standards of behaviour to achieve our long-term goals in a sustainable, lawful, and ethical manner, allowing us to maintain the trust of our customers and employees alike.

It reflects our Winning Together Values, and our focus on building and protecting value for our stakeholders over the long term. We are a dynamic and agile organisation dedicated to serving the needs of our customers and helping them to change the world. We enable our people to respond flexibly and quickly in their interactions with our stakeholders and we view this as a key area where we can build competitive advantage.

It is therefore critical that our people have clarity and a good understanding of how they should make decisions, the factors they should consider when doing so, and how they can ensure that their behaviour when representing Computacenter accords with our culture and the risk appetite of the organisation, as set by the Board. Our people are central to our growth and development as an organisation. It is therefore incumbent on us to ensure that we educate and inform them through policy, guidance, training, and communications that enable them to fulfil their duties in an ethical, lawful, and sustainable way.

Given the nature of our business as a technology and services provider, our customers trust us to act lawfully and with integrity in all that we do. The way that we behave reflects not only on Computacenter, but also upon our customers. As part of our commercial dealings, we often make

promises to them around compliance and ethics. Our values require us to do all that we can to keep those promises.

Our commitment to do the right thing extends to those who produce goods or provide services directly to us, or to third parties on our behalf. This includes ensuring the integrity of our supply chain. In 2022, we introduced a comprehensive Supplier Code of Conduct which will be approved by the Board moving forward on a bi-annual basis, alongside the Group Ethics Policy. It reflects our significant growth, in size, complexity and geographic location, and provides clear guidance for our suppliers as to our expectations around the way that they operate.

We adopt a Group approach and have identified a number of key areas on a risk-assessed basis. Through this we ensure consistency and clarity across the organisation, with local variations where required by law or other relevant considerations.

Our approach aims to ensure that our people are not only aware of their responsibilities, but they understand how to apply these within their day-to-day role and activities at Computacenter. Communications and training are critical in achieving this. In 2022, significant progress was made in developing training modules and related communications across areas including anti-bribery and corruption, modern slavery, whistleblowing, trade compliance, data protection and cyber security.

Computacenter has a well-established compliance framework. This is underpinned by a complete set of Group-wide policies covering our key compliance areas, providing a clear set of rules and expectations and how these apply across our business.

This is supported by mandatory employee training, guidance documentation, role-based training and multi-channel communications. The compliance framework is overseen by the Group Legal and Compliance Director and our Compliance Steering Committee. It is regularly audited by our Internal Audit function.

The success of our compliance framework is assessed and assured continuously, with e-learning completion rates monitored and reported, access statistics to our compliance collateral assessed regularly, and feedback sessions conducted to ensure successful messaging across our organisation.

The framework is supported by an externally managed confidential whistleblowing hotline provided by Safecall, an industry-recognised provider of such services.

Safecall is available to our people and supply chain, and provides an accessible, confidential route to report concerns of wrongdoing. We refer to the submission of a concern as 'Speaking Up' and we actively encourage our people to Speak Up should they suspect wrongdoing in the workplace, conducting an annual multi-channel communications campaign guiding employees towards the Speak Up service in place. In addition, we support our managers by providing them with tailored guidance, to help them understand their obligations when approached directly with a concern.

### Data privacy and cyber security

Robust compliance with core data privacy laws and regulations is fundamental to all Group operations and service delivery throughout the jurisdictions in which we and our customers operate. Data protection leadership and centralised coordination is provided through our 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, with governance provided by the Compliance Steering Committee and Risk and Audit Committees.

Underpinning data privacy are extensive cyber security risk management and assurance practices and controls, jointly led by our Group Chief Information Security Officer and Group Information Assurance Director. These controls are independently audited and certified through continuous assessment, to the latest ISO/IEC 27000 framework of information security standards and controls. Governance is provided by the C-Suite Security Steering Committee and Operational Security Management Groups, to ensure our services and customer data are well protected and secure.

Our Group Information Assurance practice has continued to mature, with the full establishment of the in-house Security Operations Centre, Cyber Security Engineering, Risk and Threat Intelligence teams. Equally, the recruitment of an executive Chief Information Security Officer driving an evolving Cyber Security Strategy and the success of an award-winning 'Be Ready' cyber security training and awareness programme demonstrate our ongoing commitment to keeping our ourselves and our customers safe.

# Task Force on Climate-related Financial Disclosures

## Climate-related risks and opportunities

We support the aims of the Task Force on Climate-related Financial Disclosures (TCFD) in communicating the risks and opportunities arising from climate change. In accordance with the Financial Conduct Authority's (FCA) Policy Statement PS20/17, in this section from pages 54 to 57 we are making disclosures consistent with the TCFD's recommendations and recommended disclosures, having considered all sector guidance. An exception relates to Scope 3 emissions, for which we will submit targets to the Science Based Targets initiative (SBTi) during the first half of 2023. We will build an action plan to meet these targets once they have been validated by the SBTi and work in conjunction with our technology vendors and other suppliers to obtain the necessary data.

Our Scope 1 and Scope 2 emissions for 2022 were subject to external verification in line with ISO 14064-3. Our reported 2022 emissions will also be subject to external verification.

## Governance

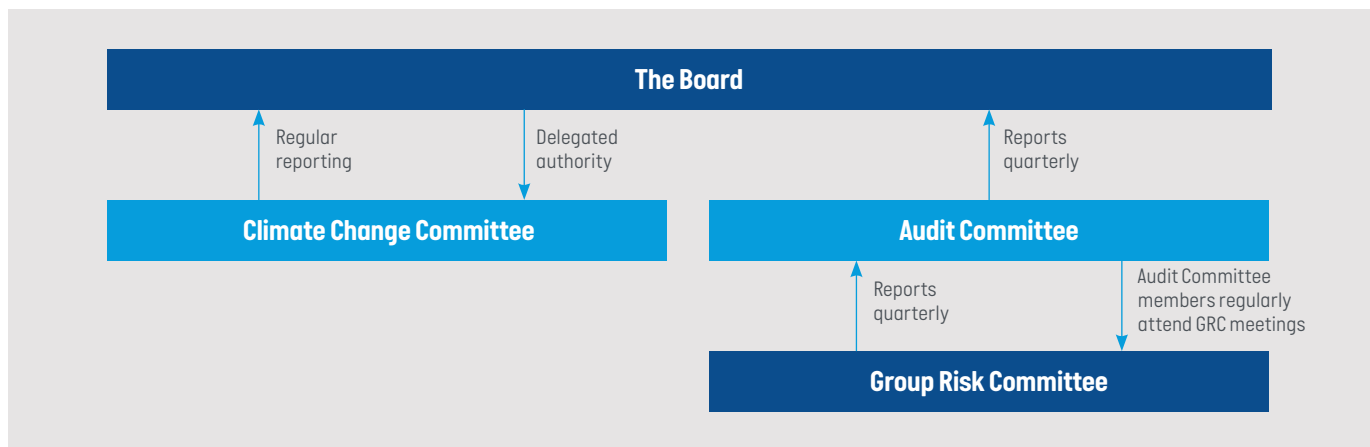
As outlined on page 75, the Board has overall responsibility for managing risks and opportunities, including climate change risk.

The Board has considered the risk to the business relevant to climate change but does not yet believe it is sufficiently material in relation to potential financial cost and potential for disruption to the business to be classed as a principal risk in its own right. The Board continues to monitor climate-related risk. It does so through its review of the Group's principal risks related to any failure to meet our commitments or comply with applicable laws and regulations in relation to ESG matters.

The Board has delegated day-to-day oversight of climate change risk to the Climate Committee. This committee meets quarterly and leads on all climate-related initiatives. It is chaired by the Group Finance Director. Other members include the Head of Facilities, the Managing Director of our Circular Services business (RDC), the Environmental Coordinator, Head of Insurance, Climate & Property, the UK Fleet Manager as well as representatives from Group Service Lines Human Resources, including representatives from Germany, France and Spain. During 2022, the Climate Committee considered the following topics:

- Physical exposures of buildings and infrastructure
- Internal travel levy and carbon offsetting proposals
- Travel pilot in Germany to encourage the use of rail over flights
- Net Zero strategy
- Circular Services
- Technology Sourcing initiatives
- SBTi and CDP submissions
- Waste targets
- Self-generated power
- Renewable energy purchases
- Fleet CO<sub>2</sub> emissions
- International Sustainability Standards Board proposals

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 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, which 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 our Integration Centers across Europe and North America to enable us to fulfil product more locally. Following our Brexit preparations, we have the ability to dispatch products from our Kerpen Integration Center to customers in the European Union, which had previously been shipped from our Hatfield Integration Center. While there have been benefits of this change in terms of export administration and shipping cost, it has also helped to reduce carbon emissions.

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 leading technology vendors, add value for our customers through our Professional 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 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 set out opposite those climate-related risks which we think could reasonably result in that happening, 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 ensure 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 from sea level rises or from wind or wildfire risk and, like many organisations during the Covid-19 pandemic, we have reduced our reliance on physical offices.

### Transition Risk: Compliance and reputational risk

As we move towards a low-carbon economy, there are increasing compliance requirements emanating from the UK Government, regulatory authorities and standard-setters, such as additional FCA Listing Rules, Department for Business, Energy & Industrial Strategy (BEIS) guidance and International Sustainability Standards Board (ISSB) disclosure requirements, as well as pressure from business stakeholders and market initiatives related to sustainability reporting, such as the TCFD. 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 mitigate against this risk. We have had a Climate Committee in place since 2020. Recent initiatives have included the installation of a large number of solar panels at our Hatfield, Kerpen and Livermore Integration Centers. We also source renewable energy for our operations in the United Kingdom, Germany, Spain and the United States. These and other initiatives (detailed on pages 46 to 52) have contributed to a reduction of our Scope 1 and 2 emissions of 78 per cent since 2019 (see page 47). We have met our target to be carbon neutral for our Scope 1 and 2 emissions in 2022. We have achieved this through a combination of

reducing our greenhouse gas emissions (for example, through a combination of generating our own power through the use of solar panels, the purchase of green electricity and reducing consumption) and offsetting. We have a target to reduce our Scope 1, 2 and 3 emissions to Net Zero by 2040, backed by Science Based Targets. Our progress towards these targets will be monitored and reported on in future Annual Reports. See the metrics and targets section on page 56 for more detail.

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 below reflect our targets as being submitted to the SBTi and are indicative of 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.

#### Short term (to 2032)

##### Higher transition risks associated with moving to a low-carbon economy

- Reputational risk with shareholders, customers and employees, if we do not adequately address climate change.
- Compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations.
- Increased cost of climate-related levies/ increased pricing of greenhouse gas (GHG) emissions.
- Changing customer behaviour.
- Travel curbs.

##### Opportunities

- Customers will continue to invest in their IT infrastructure, to enable hybrid working practices which are carbon-reducing, and also 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.
- Our Circular Services (redeployment, remarketing and recycling of technology products) will become increasingly important to our customers.

#### Medium term (2032 to 2040)

##### Continued transition risks

- Increasing reputational risk with shareholders, customers and employees, if we do not adequately address climate change.
- Continuing compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations.
- Increased cost of climate-related levies/ increased pricing of GHG emissions.
- Changing customer behaviour.
- Travel curbs.

##### Opportunities

- Continuing customer investment in their IT infrastructure, with continued high demand for modern, lower-carbon footprint technology products.
- Our Circular Services will remain important to our customers.

#### Long term (beyond 2040)

##### Less significant increase in physical risks

- Continued isolated extreme weather events causing manageable business disruptions.
- Higher summer temperatures and rapid changes in temperature and humidity causing challenges for data center cooling.

##### Opportunities

- Our ability to provide Circular Services by ourselves will help us to differentiate, as customers will expect these services to be integrated into more of the technology products and services they procure, e.g., through 'Device as a Service' (Daas).
- Customers will increasingly require our advice on the selection and deployment of technology products, to help them achieve their carbon reduction strategies.

## Task Force on Climate-related Financial Disclosures continued

## Short term (to 2032)

**Slight increase in transition and physical risks in the short term**

- Isolated and manageable business disruptions caused by extreme weather events, such as flooding or drought.
- Ad-hoc supply chain interruptions.
- Increased insurance costs due to natural disasters.

**Opportunities/Resilience**

- 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 supply chain resilience to our customers.

## Medium term (2032 to 2040)

**Increasing physical risks due to a failure to adequately transition to a low-carbon economy**

- Power outages due to restrictions on use of fossil fuels.
- Increasing cost of power.
- Flooding due to increased sea level (no strategic locations are at material risk).
- Increasing transport costs.
- Telecoms and internet disruptions.

**Opportunities/Resilience**

- We will continue to maintain operational resilience through the geographical dispersion of our Service Centers.
- 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.

## Long term (beyond 2040)

**Increased physical risks due to a failure to adequately transition to a low-carbon economy**

- Power outages due to restrictions on use of fossil fuels.
- Increased cost of power.
- Flooding due to increased sea level (no strategic locations are at material risk).
- Pandemics due to new diseases caused by climate and population changes.
- Population changes – due to things such as controls on population growth, increasing migration, and the need for automation.
- Increased transport costs.
- Telecoms and internet disruptions.

**Opportunities/Resilience**

- We will continue to maintain operational resilience through the geographical dispersion of our Service Centers.
- Our existing strengths as one of the world's most international and Services-led VARs gives us the opportunity to establish a leadership position in helping both customers and technology vendors to achieve their sustainability goals.

&gt; 2°C scenario

The less than 2°C scenario assumes that we act responsibly, in line with business and society globally, to reduce GHG emissions. This may include the introduction of carbon pricing by national governments. In this scenario, we expect that transition risks pose the biggest threat to our business, with only a limited and manageable impact on our operations from physical risks. The greater than 2°C scenario assumes climate policy is less effective and emissions cause climate change above that envisaged in the Paris Agreement. Under this scenario, we would expect physical risks to become much more apparent in the longer term.

The scenarios we have chosen above 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 short- to medium-term at least, the resilience of our business to transition risks, which are well-managed, 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.

Our strategy to address climate-related issues includes our achievement of being carbon neutral for our Scope 1 and 2 emissions in 2022, our target to reduce our Scope 3 emissions by 50 per cent by 2032 and our target to be Net Zero for our Scope 1, 2 and 3 emissions by 2040, with all targets backed by Science Based Targets.

**Risk management**

Our risk management and control framework enables us to effectively identify, assess and manage climate-related risks. As summarised on page 75, the Board reviews climate change risk as part of its review of our principal risk relating to complying with our commitments and applicable laws and regulations in relation to environmental, social and governance matters. The process for identifying and assessing climate-related risk is the same as for all principal risks, as described on page 75. Each of our principal risks has an assigned risk owner, who is responsible for its management. This includes ensuring the effectiveness of internal controls and for overseeing risk mitigation plans. Each risk owner presents the controls and mitigations for peer review at least annually in the Group Risk Committee meetings. The Board also reviews the principal risks annually. We do not currently recognise climate change as a principal risk to the business.

The Group Finance Director chairs the Climate Committee that was established in 2020. The Climate Committee consists of Group managers and senior employees with specific environmental interests, as noted in the Governance section on page 54. The Committee's aim is to debate and propose initiatives to continue to reduce our environmental impact, with some material investments to be approved at Group Executive level.

**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 taken into account 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 a target to reduce absolute Scope 3 GHG emissions by 50 per cent by 2032 and by 90 per cent by 2040, both from a 2021 base year. Additionally, we have committed to reduce absolute Scope 1 and Scope 2 GHG emissions by 90 per cent by 2040 from a 2019 base year. We have committed to reach Net Zero by 2040. These remain proposals until accepted by the SBTi.</p> <p>[See page 48 for details of our GHG emissions].</p> <p>In order to achieve our Scope 1 and Scope 2 reduction target, Computacenter will continue to invest in increasing the energy efficiency of our offices, data centers and other facilities, resulting in a decrease in 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 and the United States. Where we are unable to generate our own, we will continue to source our electricity from renewable sources, helping to reduce our Scope 2 market-based emissions.</p> <p>Purchased goods and services account for 74 per cent of Computacenter's total Scope 3 emissions. In order to achieve our targets, reduction efforts need to be focused here. By engaging with and encouraging customers to make the decisions with the least amount of GHGs associated with them, e.g., energy efficient products, we will be able to reduce our Scope 3 emissions in this area. Additionally, as our technology vendors and other suppliers continue along their sustainability journeys, reducing the emissions associated with the manufacture of IT hardware, our Scope 3 emissions will continue to reduce. Furthermore, Computacenter will continue decreasing the percentage of waste sent to landfill, helping to reduce emissions from the treatment and disposal of waste. We are encouraging employees to, first, limit journeys for business travel purposes, and secondly if journeys are necessary, encouraging lower emitting forms of transport, e.g. rail rather than air.</p>
<b>Transition risk</b>	We have considered transition risks to achieving our strategic objectives across the Group as a whole. However, they are not considered material at this stage.
<b>Physical risk</b>	We have assessed the Group's locations close to water sources at risk of flooding or at risk of sea level change. None of the locations close to water sources are strategic to our operations. Additionally, no location is 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 also working to integrate those locations that are not part of our Group Insurance Programme.
<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 and increasingly integrate these into our Services;</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> <p>RDC, our Circular Services offering, processed 1.9 million devices during 2022 (which includes remarketing, redeploying and recycling), processing 3,771 tonnes of equipment and recovering 617 tonnes of raw material, with 112,000 tonnes of CO<sub>2</sub>e avoided by reusing equipment.</p>
<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 6,308 solar panels at our Hatfield Integration Center at a cost of approximately £1.2 million; installing 1,764 solar panels at our Kerpen Integration Center, and installing 2,016 solar panels over our Kerpen car park spaces, at a cost of approximately €1 million. Combined, these will result in annual power generation of approximately 3 million 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>• Installation of a further 1,200 solar panels on the roof of our Livermore Integration Center in California, which was completed in 2022, and has generated c. 246,000 kWh since going live in August 2022.</li> <li>• Purchasing 'green' electricity across our UK and German businesses at an incremental cost of £100,000, resulting in emissions reductions of 10,939 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 56 per cent to 64 per cent and pure EVs from 13 per cent to 19 per cent, against the challenges of poor availability. In Germany, 30 per cent of the fleet is non-ICE with a rising trend.</li> <li>• Acquisition of our RDC Circular Services subsidiary.</li> </ul> <p>Overall, our GHG emissions are now 17.8 per cent of the 2015 number [a reduction of 82.2 per cent].</p>
<b>Internal carbon prices</b>	Since October 2021, we have introduced 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 CO <sub>2</sub> emissions generated from these activities. The total levy generated during the 12-month period to 31 December 2022 is c. £280,000.
<b>Remuneration</b>	For the year ended 31 December 2022, no executive discretionary bonus was linked to climate considerations, other than the Group Finance Director, who has one objective related to climate change management. However, this is being kept under review by the Remuneration Committee.

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 FTSE 250 [CCC.L] and employs over 20,000 people worldwide.



**Computacenter plc**  
Hatfield Avenue, Hatfield, Hertfordshire AL10 9TW, United Kingdom

Tel: +44 (0) 1707 631000  
[www.computacenter.com](http://www.computacenter.com)

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