

SUSTAINABILITY REPORT 2022

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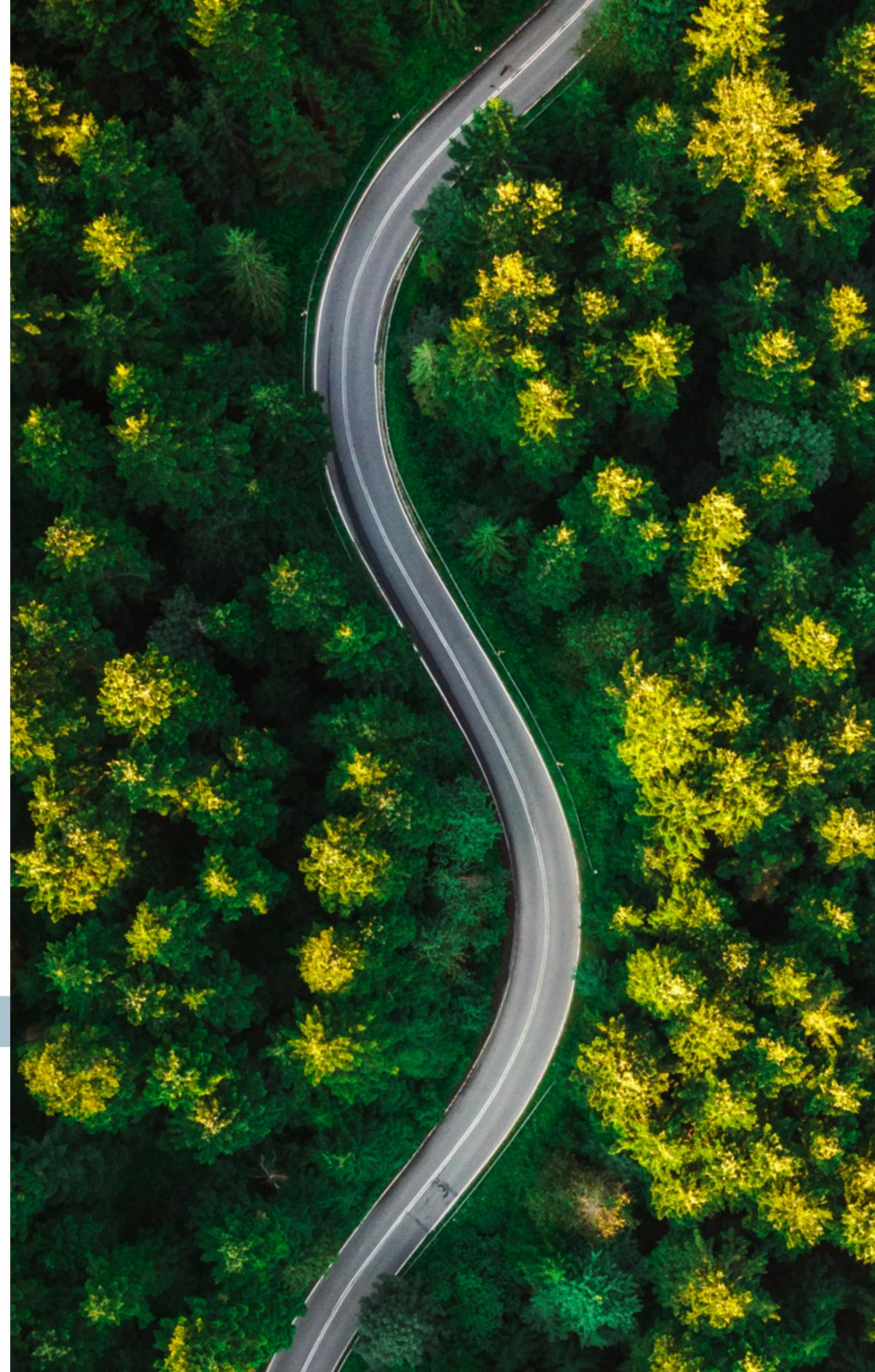
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LETTER FROM OUR CEO



Hello and welcome,

As Endava has grown over the years, we have remained true to our core purpose and values. We continue to be committed to make a positive impact in support of our people, customers and the communities where we live and work.

We Care is about how we bring our sustainability mission to life. I am delighted to share important milestones in this journey and the steps we are taking to remain a resilient and sustainable business in the future.

In this second edition of our We Care sustainability report, we invite you to discover more about the great work we are doing and our key priorities and achievements in Environmental, Social and Governance (ESG) areas. Also, this report constitutes our communication of progress to the UN Global Compact as we became a signatory in the past financial year, reaffirming our commitment to contribute to shaping a sustainable future.

Our people are at the heart of who we are and drive our success as a business. We focus on enabling Endavans to be the best they can be. In this report, we share more about how we see the future of work at Endava, the programmes we have in place to support our Endavans in growing their careers, from internship to mentoring, the continued focus we have on supporting our people's wellbeing, as well as our work to build on an inclusive community through a wide-range of diversity programmes we have in place and through the work of our Diversity, Inclusion and Belonging Forum.

In terms of governance, our commitment to act ethically and with the highest levels of integrity enables us to retain the trust and confidence of our people and clients, so we can continue to deliver a strong performance. We have introduced a Share Success Plan, which provides all our people with an opportunity to benefit as we increase the value of the business. In addition, we have made significant improvements in our Speak Up Safely process and in how we drive sustainability through our supply chain.

In this past year, we also announced our environmental ambition of achieving net zero emissions from our organisation and value chain. We have been working towards alignment with science-based targets and we focused on expanding the implementation of our environmental management systems across our locations, while focusing on reducing our environmental footprint. We have also engaged PricewaterhouseCoopers LLP to provide limited assurance over selected metrics related to the greenhouse gas emissions disclosures included in this report.

We stand by our belief that technology can transform lives and whole societies. In this report, we share more on the structures and ways of working we have in place to enable innovation for our clients, as well as some tech for good stories highlighting how we engage with clients to use technology to make a better world. At the same time, we make sure we have in place the necessary safeguards with respect to data privacy and cybersecurity. I am pleased that our security rating continues to be in the top 10% for firms in the technology sector.

We are also proud we have been able to act as a force for good in our communities and this year we continued to make a difference through key partnerships with NGOs. This resulted in a 1 million Euro matching campaign for humanitarian causes in support of the people of Ukraine and also other giving projects focused on education, health and environment.

We are delighted to see that the impact we are making through We Care has started to be recognised. This year we have been awarded CSR Project of the Year at ANIS Awards in Romania for our Endava Thank You Forest project, which is designed to engage our people in climate action and is also connected to our internal recognition programme. We have also been awarded a Bronze medal by EcoVadis in recognition of our ESG performance.

At Endava it is and always will be about the success of the people who work with us, engage with us and invest in us. We Care is in our DNA.

Stay well and stay tuned,

John Cotterell,
CEO, Endava

ENDAVA AT A GLANCE



We are a leading next-generation technology services company

For more than 20 years, we have helped some of the world's leading payments, financial services, telecommunications, media, technology, consumer products, retail, mobility, and healthcare companies, to find new ways to interact with their customers and users, enabling our clients to become more engaging, responsive and efficient.

We are a global organisation operating across **59 cities in 26 countries**. Our people, whom we call Endavans, synthesise creativity, technology and delivery at scale in multi-disciplinary teams, enabling us to support our clients from ideation to production. As at 30 June 2022, we had **11,853 Endavans** across Europe, Latin America, North America, Asia-Pacific and the Middle East. Our revenue in FY 22 was **£654.8m**, which represents 47% growth on the previous year.

Along with investing in long-term customer relationships, we recognise the importance of providing rewarding and challenging careers for our people and, by doing so, have established ourselves as an employer of choice in a number of our locations.

Making a positive impact

We accelerate our **clients'** ability to take advantage of new business models and market opportunities by ideating and delivering dynamic platforms and intelligent digital experiences that are designed to fuel rapid, ongoing transformation, while also enabling our clients to deliver on their sustainability goals. We give the people who use the systems we design, build and operate more confidence and motivation to engage digitally.

We've created a culture that cares about **people's** careers and wellbeing, enabling them to be the best they can be. We believe our diversity makes us stronger and are committed to continue to be an inclusive community that accepts and celebrates all of our wonderfully diverse backgrounds and makes sure everybody feels respected, included, supported and connected to our culture.

We believe in the power of **community** to spark change and we are committed to contributing to our local communities and, more broadly, to the technology and services industry.

We enable change

We help accelerate disruption by delivering rapid evolution to enterprises.

Using Distributed Enterprise Agile at scale, we collaborate with our clients, seamlessly integrating with their teams, catalysing ideation and delivering robust technology solutions.

Our people synthesise creativity, technology, and delivery at scale in multi-disciplinary teams, enabling us to support our clients from ideation to production.

From proof of concept, to prototype, to production, we use our engineering expertise to deliver enterprise platforms for our clients that are capable of handling millions of transactions per day.

In this new reality, we'll build the experiences, technical scaffolding, and infrastructure to enable a new set of interactions between people and technology.

ENDAVA AROUND THE WORLD

59 cities, 26 countries

Nearshore Delivery

European Union:
Bulgaria, Croatia, Poland,
Romania and Slovenia

Central Europe:
Bosnia & Herzegovina,
Moldova, North Macedonia
and Serbia

Latin America:
Argentina, Colombia,
Mexico and Uruguay

Asia Pacific:
Malaysia

Close to Client

Australia
Austria
Canada
Denmark
Germany
Ireland
Netherlands
Singapore
Switzerland
United Arab Emirates
United Kingdom
United States

We Care: Our ESG approach

Endava's We Care approach is designed to bring our sustainability mission to life.

We have determined the **key pillars** that reflect our approach, which are underpinned by our core purpose and values, making it easy for clients and other stakeholders to understand our ESG priorities, as well as the actions we are taking.

We Care articulates our key priorities and robust approach through its pillars of Operating Responsibly, Innovation and Data Integrity, focus on Our People and Social Impact, along with an increasingly ambitious Environmental Impact agenda, all of which are underpinned by our values and purpose and are critical to the continued growth and success of our business.

OUR PEOPLE

We enable our people to be the best they can be by fostering an inclusive culture, providing career and progression opportunities, and supporting their wellbeing.

SOCIAL IMPACT

We contribute to the societies we are part of, and more broadly the Technology & Services industry, through community and fundraising activities in the areas of Education, Health and the Environment.

OPERATING RESPONSIBLY

We apply the highest standards of business conduct and ethics to work situations and strive to make the right decisions that benefit our people, investors, customers, suppliers and society.

INNOVATION & DATA INTEGRITY

We help our clients to accelerate industry transformation by reimagining the relationship between people and technology, while safeguarding our clients' privacy and protecting the assets entrusted to us according to industry standards.

ENVIRONMENTAL IMPACT

We follow sound environmental practices to lower our environmental footprint, reduce waste, choose greener infrastructures and equipment, and promote environmentally friendly ways of working.



Investors and stakeholders are increasingly interested in how companies identify and act on the most pressing issues – those that affect the company’s viability, as well as address its impact on the wider world.

In identifying the areas within **Environment, Social and Governance (ESG)** where we believe we can have the greatest material impact, we engaged with our stakeholders, including our people, clients, investors, suppliers and communities. We also consider industry frameworks, including the recommendations of the **Sustainability Accounting Standards Board (SASB)**, as well as the **UN Sustainable Development Goals (SDGs)**.

These collective inputs help us shape our approach, prioritise our focus, identify gaps and determine those areas where we believe we can turn the dial and have the greatest impact across the year. Our **We Care roadmap** focuses on a number of high-impact sustainability initiatives across wellbeing, inclusion, women in tech, community, ethics and responsible business practices, cyber security and journey to net zero emissions.

We have aligned each focus area of our We Care approach with the SDGs and SASB where we believe we have the most significant impact, as mapped on this page. For further details and information on mapping to additional SDGs, please refer to the [Appendix](#).



OUR PEOPLE



- Diversity and inclusion
- Talent and development
- Wellbeing, health and safety

SOCIAL IMPACT



- Community engagement

OPERATING RESPONSIBLY



- Tax and economic contribution
- Client satisfaction and delivery
- Business conduct and ethics
- Corporate governance
- Supply chain management
- Socio-economic benefits

INNOVATION & DATA INTEGRITY



- Innovation and digital acceleration
- Data security and privacy

ENVIRONMENTAL IMPACT



- Emissions management and reduction arising from our services
- Energy management and greenhouse gas (GHG) emissions

Governance and oversight

The organisational structure supporting our sustainability approach is spearheaded by our **We Care Sustainability team** which in turn operates under the supervision of the **Group General Counsel** who acts as an executive sponsor.

Our management team members focus on board engagement, corporate risk and reporting, while also reviewing annual ESG plans and related policies, ensuring appropriate resourcing, tracking progress, and championing ESG programmes.

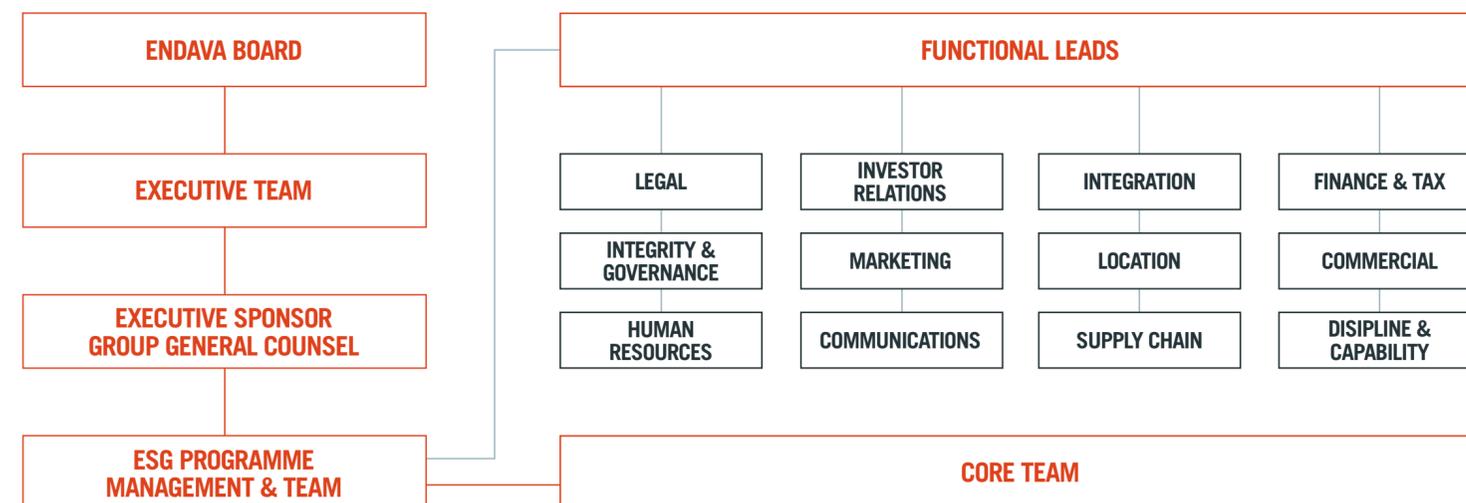
Through a cross-functional team, we develop global programmes that enable us to meet our ESG goals and stakeholder requirements, and we identify and drive accountabilities company-wide.

The We Care Sustainability team is responsible for executing programmes at group level, working closely with subject matter experts (SMEs) across the organisation, regional We Care champions and our Diversity, Inclusion and Belonging Forum.

This core team manages ESG specific reporting, ratings, certifications, disclosures and client enquiries related to ESG topics. They are also responsible for the development and running of internal and external ESG communications to create awareness around sustainability approach and progress on our ESG goals, targeting all stakeholder groups: people, clients, investors, communities.

Our **We Care roadmap** is designed to help achieve our business outcomes: to continue to be to an employer of choice in the regions where we operate, drive organisational health, embed integrity and robust governance throughout our organisation, adhere to responsible sourcing practices, develop environmentally sustainable solutions, and act as a force for good in our communities.

We Care: ESG Governance Structure



Our stakeholders

As a socially-minded enterprise we care about making a difference:



For our people

We have a commitment to continue to be an inclusive community and it's in our core purpose to enable our people to be the best they can be.



For our clients

We focus on building partnerships with our clients that enable us to provide innovative digital solutions to increase the positive impact we have on our clients' businesses and their sustainability.



For our investors

We ensure we provide our investors with the information they need to understand our ESG priorities and how we drive the future resilience of our business, so that they can make informed decisions.



In our communities

Through our giving approach and strategic partnerships with NGOs we aim to support the communities where we live and work.

"We care deeply about making a meaningful difference for our people, by creating great careers, and for our customers, by creating great systems and solutions, as well as taking our responsibilities to society and the communities we are part of seriously. Making a positive difference has always been at the heart of Endava.

Given the ever increasing ESG legislative requirements and regulatory shifting sands, we have an ongoing focus to continually refine our sustainability programmes and practices, while also aiming to give all of our stakeholders a comprehensive view on our organisation's impact in these areas. I am proud that we are telling our We Care story and now equally delighted to be sharing our second report."



Stephanie Hinton-James
Global Head of Sustainability

2022 WE CARE HIGHLIGHTS



99%

of participants would recommend Endava Wellbeing to a colleague



9%

of GHG emissions generated from own operations



38%

of our line managers are women



99%

of our people successfully completed our Code of Conduct eLearning training for 3 years in a row



50%

of our RISE Cohort 1 mentees had an increase in responsibilities



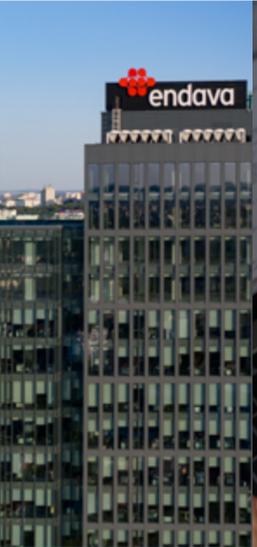
14

key Giving partnerships



99%

of strategic suppliers have signed up to the Endava Supplier Code of Conduct



52%

of our people are in locations with an implemented Environmental Management System (EMS)



90th

percentile in our industry by security rating



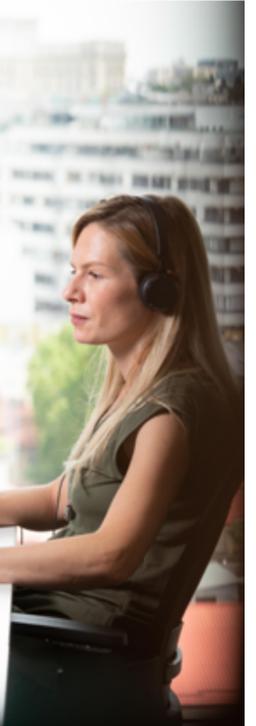
€1m

matching campaign to support the people of Ukraine



95%

of the clients surveyed were satisfied with our work and likely to repurchase



36%

of our people are women

OUR PEOPLE

Our people are at the heart of who we are and drive our success as a business. We enable Endavans to be the best that they can be, through our positive working experience ensuring everyone feels respected, included, and connected to our culture.



OUR PEOPLE

Contributing to the Sustainable Development Goals



Highlights from 2022

36%

of our Endavans are women

1,516

participants in our Internship and Graduate programmes

6

workstreams in our Diversity & Inclusion Forum

152,118

visits on our main online learning platform

50%

of RISE Cohort 1 mentees had an increase in responsibilities

1,600+

attendees in our Inclusion Month sessions

629

certifications through Microsoft ESI

We care about our people's careers and wellbeing.

We strive to offer our Endavans a workplace that enables them to be the best that they can be and we continue to refine our vision for the future of work. We enable career growth and mobility leveraging our **Pass It On** approach and evolving the learning experience of our people, while fostering diversity and inclusion in our leadership team and across the whole organisation.

We support our people when they move forward in their careers and lives, and we continue to develop a range of key people programmes: from mentoring to wellbeing.



99% of participants would recommend the Endava Wellbeing programme to a colleague.

"Our great people and culture make all the difference. We enable our people to be the best that they can be and create positive working experiences across our locations. We believe Endavans live and breathe our company values; they are the reason our customers trust us to deliver value to their businesses."



Rob Machin
Chief Operating Officer

Building a strong culture

We succeed when we live our values and we stay on course with our **Core Purpose**:

We exist to create an environment and a culture that breeds success by treating our customers as individuals and enabling our people to be the best that they can be.

Our great people and culture make all the difference.

We continue to be an employer of choice in the markets we operate in and to deliver highly efficient services to our clients. We want all our Endavans to feel connected to our culture and we aim to preserve our culture as we continue to grow the business.

In FY 22 we celebrated **10k Endavans** around the world and we have almost doubled in size while working remotely for most of the past two years. Every Endavan has been part of the Endava story in helping us reimagine the way technology impacts the life of millions. We are delighted that we have delivered on our commitment to put our people first and all our Endavans now have the opportunity to share in our success, through the **Share Success Plan** we launched.

CASE STUDY

Our values & Your Zone Awards

Our values are our personality: they are what makes us different to other companies, when embodied and expressed by Endavans in their day-to-day behaviour.

We have a recognition platform to celebrate our people who bring our values to life: **Your Zone Awards (YZA)**, which holds **more than 1,000 unique stories** of amazing colleagues, going above and beyond in being **Open, Thoughtful, Adaptable and sharing the Pass It On mindset**. It is important to us that we have taken the time to express our gratitude, whether it is through sending an “e-Thank You” message to a colleague who went the extra mile in helping others, nominating someone for YZA for their outstanding contributions and the inspiration they offered, or recognising high-performing teams for having gone beyond the call of duty to move the business forward.

- **179** individual awards in FY 22
- **13** team winners in FY 22
- **7,670** e-Thank You’s in FY 22
- **1,048** awarded individual stories over time
- **51** awarded team stories over time
- **11,008** e-Thank You’s sent over time



CLIENT STORY

Team Zone Award Endava team in Insurance and Capital Markets (UK & US)

“This story is a great example of an Endava distributed team taking ownership and proving how our core values contribute towards successful partnerships. The team proved to be: **SMART**- applying all their knowledge, solving the problems and dealing with uncertainty, achieving four times improved performance of the application and delivering features which are truly market differentiators. **THOUGHTFUL** – deeply caring for the client’s needs and supporting stable operations. **ADAPTABLE** - delivering many new features and requirements in a timely matter, sometimes earlier than expected, being very responsive, facing many challenges and changes and managing to deliver value to the client. As an example, only in 2021 the team made 26 production releases.”

“Hi Nicolai, I just wanted to take the opportunity to thank you and the rest of the team for your help and support over the last year. The system has grown month on month and we have delivered a record-breaking year. This could not have been achieved without the development and support of the whole Endava team. You have delivered some complex asks for us. Thanks for the continued support! All the best”, *Global Head of Sell-Side Trading & Relationships*

CLIENT STORY

Your Zone Award Endavan in Chisinau (Moldova)

"I would like to nominate Tatiana J. for her dedication to her work and her incredible attitude. I am honoured to have her on board.

Tatiana has managed to show true commitment to every task she does. She goes into every little detail to solve the problem with a go-to-source attitude and proactively prevent a potential reoccurrence of the problem. In a very short time, Tatiana has proven that she understands service and business. She has impressed us with both the quality and scope of work done and is an inspiring role model for the others. Every day Tatiana is expanding her area of expertise and is one of the first to learn new technologies when needed and share her knowledge with others to master her skills and enable knowledge transfer with colleagues.

Tatiana is a very empathetic person who is able to fully understand the user and go the extra mile that makes the difference, solving the problem from the ground up and not just in her own domain. I think Tatiana’s story of professionalism and positivity is worth spreading throughout the company as a promoter of Endava’s values. Thank you, Tatiana, very good job!!!!" - *Service Manager*



How we see the future of work

"We've been looking at the future of work for a couple of years and the ongoing COVID-19 pandemic has only accelerated our thinking. As a result, we have formulated a set of beliefs which are specific to us and will enable the realisation of Endava's core purpose.

We believe that our people will continue to value the community, the careers, as well as the financial and psychological safety that our organisation provides. We build trusted teams of smart people with stretching career development opportunities.

We have a global presence and continue to scale our business. The Endava future workplace will no longer be a single location, but **an ecosystem of a variety of locations and experiences** to support convenience, functionality and wellbeing.

Over the past two years we have seen more flexibility from clients about incorporating homeworking into our delivery model. We've also heard from our Endavans that they want to maintain a high degree of choice in how they work, enabling the flexibility of working remotely, as well as working together in an Endava space.

We believe the future Endava workplace will be based on a **hybrid model**, enabling our people to work both from home and from an office, to get the best of both worlds. We are adopting this new approach which is a mix of working together in teams and communities within our offices as well as enjoying the flexibility to work remotely in our homes.

We envisage the future office space as a hub where people come together to build communities and strong human relationships. Endavans prefer a hybrid and flexible workplace instead of a remote-only or an office-only presence. Physical interaction remains essential to our human needs and wellbeing, focusing on team and community.

We are a highly distributed business – we have small, autonomous, empowered teams working closely alongside our clients in a highly distributed fashion across our global business. We believe that **teamwork delivers the best results**, as well as benefiting the team members through exciting interaction. Agile, Lean and DevOps are built on this principle and will continue to expand. Cross-functional teams will remain the core capability for effective delivery of new technology.

In our hybrid approach the teams will determine how many days their members can work from home, however there will still be instances where we will encourage in-person interaction. For example, we will encourage in-person engagement for smooth and fast onboarding, discipline gatherings, brainstorming sessions, trainings and workshops, Agile ceremonies or client visits.



We believe we will have world-class tools, systems and choice of equipment to enable collaboration on cohesion, learning and growth that enable the highest quality experience for our people and delivery to our clients (collaboration tools, process automation, robotics, data and AI driven insights). We have started to roll out our **new Device Allocation approach** to introduce more flexibility in the type of devices we have available by role. As part of that we make changes to the hardware we offer to our people.

Our people can also enjoy a very flexible working from abroad policy which allows all of us to adapt to the ever-changing work/life environment."



David Churchill
Chief People Officer

How we develop and grow our people

Endavans learn and teach at-will through practice, collaboration, watching and doing, as well as classroom teaching and digital learning. Our approach is strongly influenced by the "70/20/10 model of learning". In this model, 70% of what we learn happens 'on the job' - it's the real-world experience we get from daily work interactions, projects, rotations and more. 20% happens through informal learning opportunities with colleagues, managers, clients and communities and 10% happens in formal structured programmes we run for our people at the various stages of their careers.

We believe that the future of people development relies on maximising the informal learning opportunities through those we interact with - our colleagues, managers, clients and communities. Sharing knowledge is an important part of our culture - we even have a name for it, we call it **Pass It On**, which is how everyone within Endava can share their knowledge throughout the company. We empower all our people to share their ideas and experience, whether we 'pass it on' in person or through short courses. Our culture of passing on knowledge means we can be more than the sum of our parts.

We create the space to support, develop and grow our people, whilst delivering results for our clients, within what we call "the professional day". We encourage Endavans to develop and grow themselves and others through

activities such as formal training, knowledge transfer and team growth within the framework of a Professional Day. The remaining 10% of learning happens in the many formal structured programmes we run for our people at the various different stages of their careers.

We support the growth of tomorrow's bright minds by building bridges between Endava and technical universities. In FY 22, there were **1,516 participants** in our Internship and Graduate programmes and 67% of them were successfully hired across the company. In FY 22, we continued to strengthen these programmes in our locations in Central Europe whilst also launching a number of programmes in Latin America.

1,516

participants in our Internship and Graduate programmes

All Endavans have access to **Endava University**, an online learning platform that enables Endavans to learn on demand, featuring an extensive series of digital learning accelerators, presentations, videos and tools that empower our people to develop their talent. In FY 22, **our people visited Endava University 152,118 times** – with eLearning and video the most popular formats. As demand for digital learning grows, we are increasing our focus on bite size learning opportunities to provide equal access to learning anywhere, anytime and on any device.

Endava University also hosts **Endava Reads**, a digital library of e-books and audiobooks available to all our people on any device. Launched in 2021, the library features Endava-curated collections that support important initiatives such as Women in Tech, Diversity and Inclusion, Wellbeing as well as Personal Development and technical books. This year over **1,400 e-books were loaned to more than 700 Endavans**.

152,118

visits to Endava University (LMS)

We partner with external content platforms such as O'Reilly Pluralsight, Udemy, LinkedIn Learning and others to ensure our people have access to the latest technical training and development with books, videos, online training, interactive labs and more. **On average, users of these platforms will spend 2 hours per month learning and this is done in short bursts with an average duration of 4 minutes.** Popular topics include artificial intelligence, cloud-native software design, technology operations, data and UX design.

As technologists, we understand the importance of industry recognised certifications of technical skills for our clients' confidence and to help our people grow their careers. We work with a number of organisations to offer certifications for our people around the world.

629

certifications through Microsoft ESI

We recently partnered with Microsoft to upskill our people in Azure and Dynamics 365 and, in FY 22, **our Endavans gained 629 certifications through the ESI program.**

As our people move forward in their careers and lives, we empower them to take advantage of our career coaching, cross-disciplinary development, knowledge sharing and mentoring opportunities.

We believe that effective and empowered team leadership is key to the success of a distributed organisation. We run a robust leadership development programme adapted for virtual interaction targeted to various groups: **Youth Management** for those interested in taking on middle management roles; **Line Management** for our **Line Managers** who play a pivotal role in creating high-performing teams; **Career Coaching** to help our people navigate development opportunities and **Management Champions** for our senior leaders.

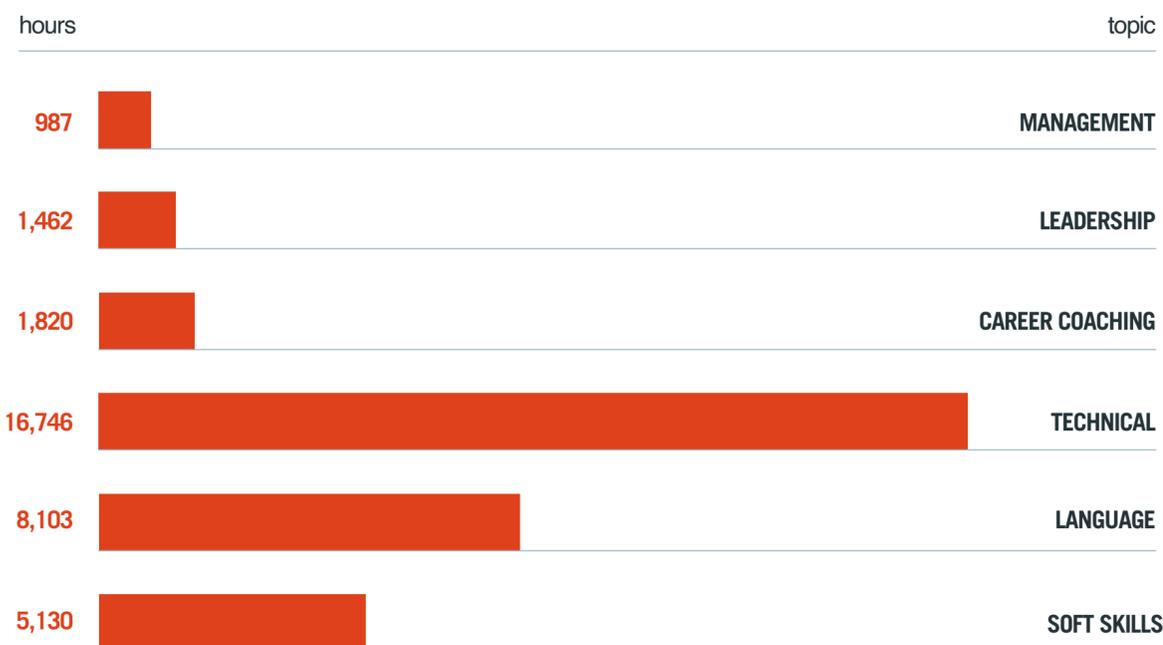


How We Support, Develop and Grow Our People within the context of the professional day

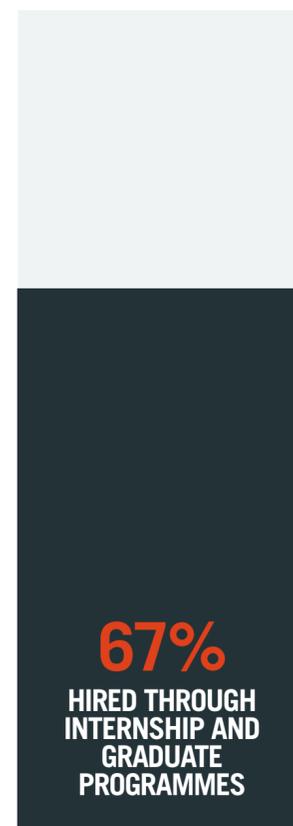
Data for the financial year ended 30 June 2022 and covering 100% of our headcount.



Structured Learning Hours



Internship and Graduates Programmes



Pass It On



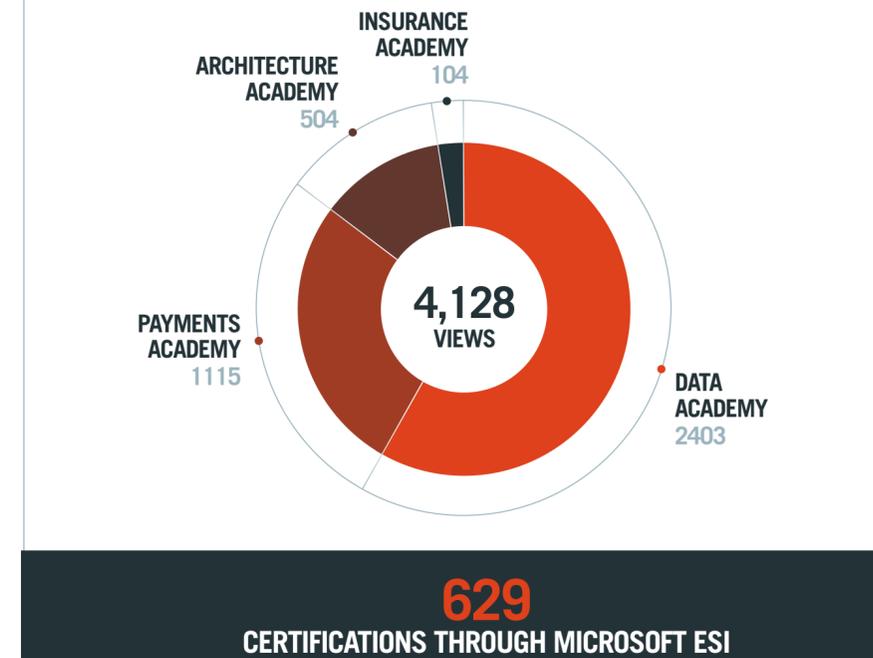
People Programmes



Digital Learning



Endava University Technical Learning Curriculum



Our diversity makes us stronger

We believe in the importance of providing equal opportunities for both our people and job applicants. It is vital to our continued success that we attract, develop, and retain a diverse workforce at all levels, and help people progress throughout their careers. Our culture is rooted in our core values of being **Thoughtful, Open and Adaptable**. We respect, support, and treat each other as equals.

Our commitment to continue identifying and eliminating unfair biases, stereotypes, or barriers that may limit people’s full participation at work and their access to the opportunity to succeed is described in our **Diversity, Inclusion & Belonging policy**. Endava’s **Code of Conduct** outlines the standards we expect from our people. We ask everyone to be mindful of how their behaviour impacts others, offering a **Speak Up Safely** service to deal with any concerns raised. Also, to ensure we are attracting the widest possible range of people to Endava, we continue to give all of our recruiters access to **Textio** – an augmented writing tool that removes bias from job adverts, with training to help write thoughtful and inclusive recruitment and communications content.

In 2021, we set up our **Endava Diversity, Inclusion & Belonging Forum (D&I Forum)** which is underpinned by our values of being Thoughtful and Adaptable, and delivers on our purpose of enabling our people to be the best they can be.

11,853

ENDAVANS GLOBALLY

65

NATIONALITIES

33.5

AVERAGE AGE

36%
WOMEN

64%
MEN

Data for the financial year ended 30 June 2022

The aim of the forum is to bring together a varied and broad group of Endavans from across the business to:

- Place time and effort to effect and deliver sustainable organisational inclusion
- To be engaged in suggesting appropriate processes, systems, development and engagement opportunities
- To champion and embed inclusion initiatives
- Ultimately, help position Endava as an equal opportunities employer, representative of the society we live in

We have six work-streams who form a part of our D&I Forum.

"Endava is all of us. We will continue to be an inclusive community that accepts and celebrates wonderfully diverse backgrounds, making sure we all feel respected, included, supported and connected to our culture. We believe our diversity makes us stronger."



Stephanie Hinton-James
Global Head of Sustainability



Endava is all of us

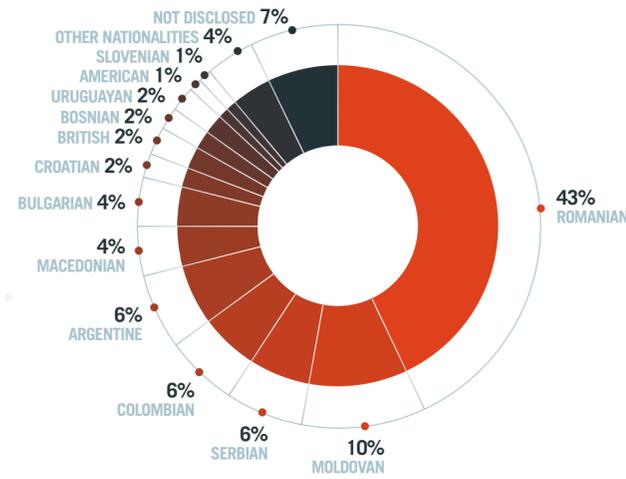
Data for the financial year ended 30 June 2022 and covering 100% of our headcount.

Endavans by age

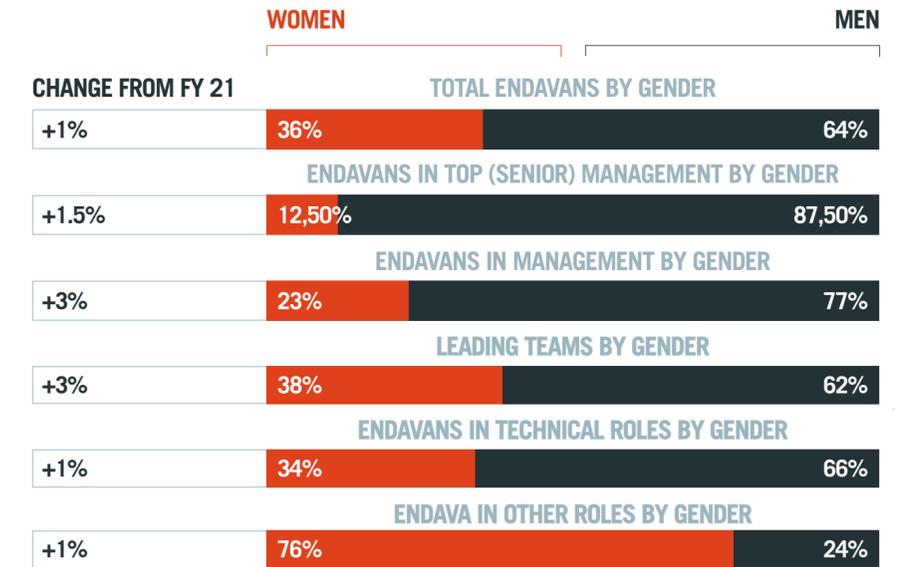


Endavans by nationality

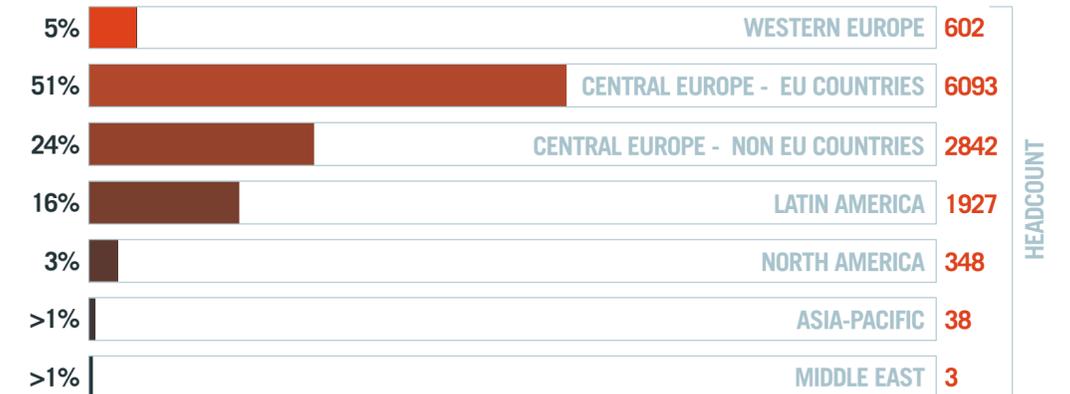
65 NATIONALITIES



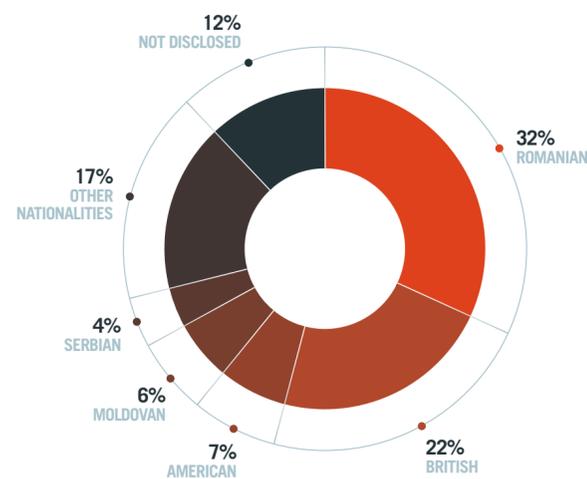
Endavans by gender



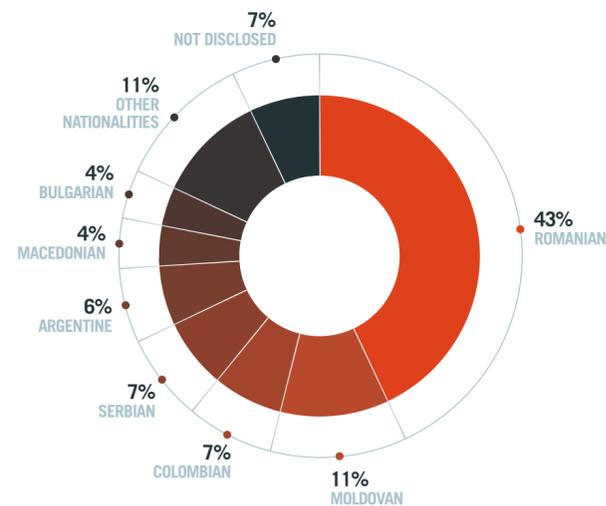
Endavans by geography



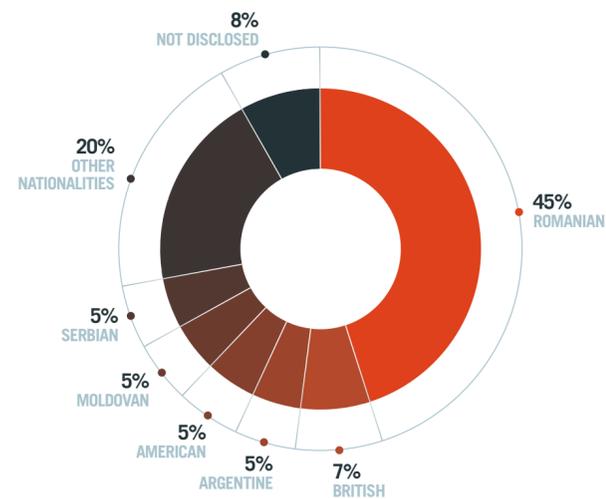
Management



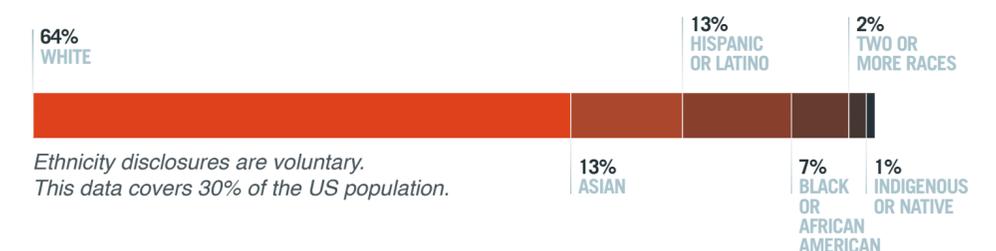
Technical



Other staff



Endavans in the U.S. by ethnicity



Diversity, Inclusion & Belonging Forum



Gender Balance

Understanding and supporting the distribution of opportunities and resources between women and men, and/or the equal representation of women and men at Endava.



Race & Religion

Understanding, supporting and educating Endavans on the different races and religions that exist within the locations and communities we work within.



Disability

Understanding and supporting those who may have any impairment or condition of the body or mind, and helping them to interact with the world around them.



Sexual Orientation & Gender Identity

Understanding, educating and being allies to the different sexual orientations and gender identities within our community.



Family, Parenthood & Pregnancy

Understanding and supporting our Endava families both inside and outside of the workplace.



Age & Social Mobility

Understanding and supporting the different demographics of our people at Endava from age, race, gender, ethnicity, religion, education, marital status etc.

How we work

- The six workstreams meet on a monthly basis to agree actions, responsibilities, and review progress against stated aims. Regular check-ins take place as and when required at a local level to be agreed by forum members.
- The entire D&I Forum then meet quarterly to track and report on progress as well as sharing updates with the business.
- We have Executive Sponsors aligned to our six workstreams for our D&I Forum members to share progress, updates and any support required.
- Each workstream benchmark the current climate through research, data and insights to identify focus areas, gaps and barriers to full participation and inclusion.
- A member of each workstream is nominated to lead members within each group to coordinate, plan and deliver activity.
- The forum lead is required to bring suggestions and potential solutions to full inclusion to be reviewed at the global forum level, ensuring they are realistic and fit for purpose to deliver against the forum's aims.
- Global forum meetings table time where proposals can be discussed and approved by the wider forum and ultimately proposed to the Endava executive team for final sign off.
- Approved initiatives are added into the appropriate quarter's strategic roadmap plan and approach, which ensures all activity is aligned.
- These solutions form the strategic plan, which is tracked, monitored and reported on, sharing key outcomes with the business on a quarterly basis.

“Equality and gender equality in particular are topics that are to me, as a woman, very important. Being a Gender Balance workstream lead allows me to be a part of the change in my local environment.”



Špela Poklukar
Machine Learning Consultant
Gender Balance Workstream Lead

The opportunity to be a workstream senior in Age and Social Mobility empowers me to ensure that Endava is an inclusive place to work, where people from all backgrounds can be comfortable.”



Major Bottoms
Senior Research Analyst
Age & Social Mobility Workstream Lead

“Participating as a D&I lead has shown me that Endava really does care; it's not just buzzwords. Teammates have come to us with various topics, and we've been able to track those topics being addressed. It's wonderful to play a role in creating an experience of work where everyone can thrive.”



Jim Van Fleet
Senior Architect
Race & Religion Workstream Lead

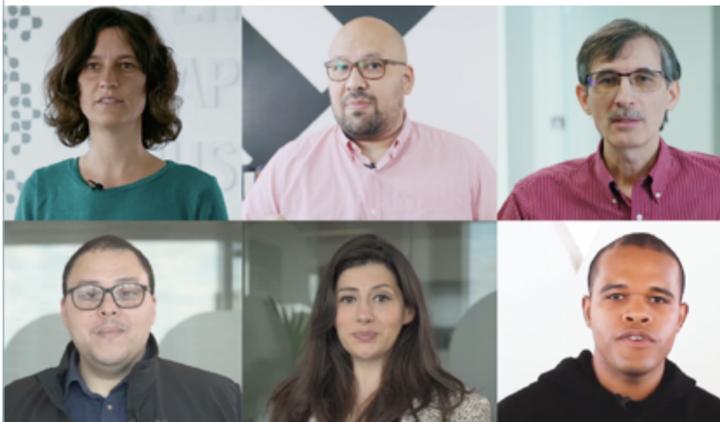
Inclusion Month

To continue developing a culture where we all feel respected, included, supported, and connected, in 2022 we dedicated the full month of June for **Inclusion Month**, to discover more about diversity, difference, and inclusivity, supporting our commitment to being an inclusive community.

Over 1,600 attendees from across our business joined masterclasses and workshops encouraging us all to reflect on how to be more inclusive and compassionate on topics on women's health, men's health, gender balance, race, social mobility and supporting LGBTQ+ in the workplace.

We were also very pleased to launch our first global **Diversity and Inclusion survey** where our six D&I forum workstreams proposed questions to gather data on who our people are, and how we can better support them with programmes, initiatives and policy adaptations.

Inclusion Month was also an opportunity for our people to **Meet Our D&I Network**, **Meet our Women in Tech**, read on D&I subjects via our Endava Reads collections and host a **D&I SharePoint page** where our people could learn about the work our D&I forum are involved in.



Endava Signs: Sign Language programme

In FY 21, we joined **The Valuable 500** initiative, demonstrating our commitment to being an inclusive community that accepts and celebrates the diverse backgrounds of our people.

As part of our commitment to The Valuable 500, during our Inclusion Month in June 2022 we opened registrations to **Endava Signs**, a Sign Language Learning Programme, that supports us to deliver greater accessibility to deaf people. Through this programme we will be offering the basic level of sign language training for the following four sign languages:

- American (ASL)
- British (BSL)
- Argentine (LSA)
- International Sign Language (IS)

In September 2022, we launched Endava Signs and 53 people registered. For each Sign Language course, there are 12 online sessions in total. The time commitment is 1 hour per week for the selected Sign Language for a period of 3 months.



Women in Tech

We rejoice at seeing more women enter careers in tech as IT professionals, leaders, mentors, and colleagues. **Around 36% of our Endavans are women.** While this is encouraging, we recognise there is more to do, especially at the management, senior management and board levels.

We are committed to achieving greater gender equity by increasing the number of women in leadership and governance roles across Endava, and to championing change across the broader technology and services industry.

In April 2021, we launched **Endava RISE Mentoring**, a 6-month internal mentoring programme designed to provide support and opportunity for our high potential mid-level women, building their readiness for senior management and leadership roles. 46 women participated in the programme and were paired with a mentor from senior roles whose responsibility was to provide challenge, give feedback from experience and enable the mentee's awareness of blind spots.

From the **46 women** who attended the Cohort 1 of our programme, **50%** of them have risen and had an increase in responsibilities within Endava in various ways, being promoted or moving into different areas of the business and taking on new or expanded responsibilities.

The pairs in our mentoring programme have access to a series of skills training, events and guides to support their mentoring conversations.

Highlights of the programme include:

- Training on getting started and fundamental mentoring skills
- Midway masterclass exploring the skills needed at this stage of their mentoring journey and breakthroughs and barriers so far
- Dedicated learning resources and guides on our Endava University learning hub
- Closing and celebration event to reflect and share personal highlights
- Multiple keynotes from inspirational speakers, psychologists and coaches
- Mentoring companion guide with further tools, techniques and tips for their mentoring conversations

50%



of RISE Cohort 1 mentees had an increase in responsibilities

Given the success of the Endava RISE Mentoring programme, in May 2022, we were thrilled to launch our second cohort where 27 mentees were paired with 23 mentors.

Later this year, we plan to launch **Endava RISE Mentoring Pass It On** where previous mentees from the programme will become mentors in order to pass on their skills, knowledge and support to mid-level women at Endava.



"I would definitely recommend this programme to a colleague. I believe it facilitates growth in a personal way."



Leah Gallaway
Delivery Manager
RISE Mentee, US

"I think that mentoring programmes in general are great tools that give us the opportunity to stop for a while, to reflect, to develop and to become the best version of ourselves day by day."



Roxana Circu
Regional Manager Central Europe
RISE Mentee, Romania

"I've learned a lot and I've been particularly pleased to see my two mentees push on and really challenge themselves. We really hope this programme has given our talented women some of the tools to keep flying at Endava!"



Rohit Bhoothalingam
Group General Counsel
RISE Mentor, UK

CASE STUDY

Celebrating the diversity of our women

We were delighted to be able to put a spotlight this year on the diversity of women's careers across our organisation and to continue to encourage positive conversations about how our diversity makes us stronger!

In 2022 we published **Meet our Women in Tech** series aiming to recognise the impact and significant contributions of some of our women working in roles from engineering, client facing to business support.

Our **Engineers of Endava** series as well featured some of our women who have been successfully building their Endava career on our technical career path and we shared their stories.

"One of the projects I am most proud of in my career is a tech solution we worked on together with my team for allocating subsidies to people with low income to buy discounted food and products at some shops. This project made me realise that technology can also help and empower less-fortunate people, and I felt good for being a part of it."



Sandra Milena Ruiz
Data Analysis Consultant
Engineer of Endava Profile, Colombia

Supporting our people's wellbeing

Launched in 2020, the Endava Wellbeing programme enables Endavans across the world to grow, stay connected and achieve a more balanced life.

We're proud to have won an award for 'Best Wellbeing Initiative' in Romania in 2021 and delighted that the programme has continued to be well attended and well liked by Endavans all over the world with **99%** of participants saying they would recommend Endava Wellbeing to a colleague.

This year our attendance at our masterclasses and workshops totalled over **10,000**. Over **4,700 Endavans** used one of our wellbeing apps and the content in our digital library was accessed over **2,500** times.

We believe that wellbeing is not one size fits all, and so our programme includes a variety of ways to access content, both live and on demand, and it is organised around four key pillars: **MIND, BODY, HOME, COMMUNITY**.

99%



of participants would recommend the Endava Wellbeing programme to a colleague.

We have a team of **regional wellbeing champions** who are representative of our people in the regions we operate in, who come together to share what we are hearing from our people in terms of their wellbeing and current needs. We use this insight to continuously enhance the programmes we offer and last year we introduced **20 new workshops and 10 new masterclasses** across a wide range of topics.



Mind

Global uncertainty over the last few years has affected us all in different ways. We have been thoughtful about how we can support our colleagues with their mental health, with regular mental wellbeing workshops and masterclasses, on demand content and apps. Through our partnership with **Calm** we fully fund subscriptions to the app for any Endavan to access resources to help them with mindfulness, meditation and better sleep for their overall wellbeing.

In FY 22 we have seen an increase in demand from people looking for support with their **mental wellbeing** and we were able to support these Endavans around the world through the programme. We ran additional masterclasses on mental wellbeing, mindfulness, self-care and sleep, with industry experts in a more hands-on format.

We encouraged Endavans to make use of on demand resources including a large number of Endavans starting to use the Calm app for the first time – we now have over **3,100 Endavans** actively using the app to help manage their wellbeing and improve their sleep quality.

To support people's mental wellbeing, we review and respond to events in the wider world. Due to the crisis in Ukraine, we introduced access for **one-to-one confidential counselling service** for our people located in Moldova and Romania to address raised anxiety and concerns.



Body

We continued to promote the importance of physical health alongside mental health through our series of workshops on healthy eating, stretching, nutrition, and more. We also partner with fitness app **SworKit** to provide Endavans with on-demand workout routines, instructional videos and fitness challenges in addition to reimbursing gym memberships.



Home

As global events also impact the economy, we understood that our financial worries and concerns were also affecting our people's wellbeing, so we ran specific masterclasses and workshops on financial wellbeing, budgeting, and financial planning to help our Endavans think about how they can make the most of their personal finances and plans for the future.

We care about our people's families too and run regular workshops on how to balance family life and work, and how to take care of children's wellbeing. We extended usage of the **Calm** and **SworKit** apps to Endavans close family members and ran our first '**Kids Club**', a series of interactive workshops, digital workouts and some great mindfulness meditation resources dedicated to children.

Chess Club

The **Endava Chess Club** is a member-led community of chess loving Endavans from all over the world. With over 700 members of varying skill levels, the club allows Endavans to play chess online with each other in one-to-one games as well as in teams. We host regular tournaments for the members who like a bit of competition and encourage those who are newer to the game to hone their skills. We have partnered with **chess.com** to give all members premier memberships so they have access to virtual training and simulation to up their chess mastery.

In FY 22 we held our first ever **Endava Chess World Championship** - a 3-week competition with over **153 players from 14 countries** competing across multiple time zones, playing over **600 games** until we crowned our first ever world champion - **Vesna Bogdanovic** one of our testers from our Belgrade office. Vesna beat some seriously strong competition on her route to the championship and kindly chose to donate her prize winnings to charity which we were pleased to double.

The club continues to grow and we can't wait to see who wins the second edition of our world championship!

"I had a very nice time playing this tournament. The overall concept is great because everybody gets a chance to qualify into elimination rounds, as well as play with people of their own strength. Also, it was a great way to meet colleagues from another country. All in all, I would recommend it to everyone. Good luck!"



Vesna Bogdanovic
Tester

Community

We believe in the power of communities and that friendship and social connection can do wonders for our emotional wellbeing.

Fostering meaningful relationships and purposeful interactions are at the heart of the Endava culture. Being part of a community cultivates a sense of belonging, helps us stay connected, and discover different perspectives.

As well as educational resources we help Endavans connect with other Endavans with similar passions through global clubs: **Strava** running and cycling, reading or chess.



Engagement

We care that everyone has a voice and feels heard. Our CEO and Executive Team regularly engage with our people, answering questions in **Endava Gatherings**, which are live broadcasts hosted in and across our regions. Our executive team give updates on key business wide developments and answer any hot topic questions raised by Endavans in advance. In addition, we have a quarterly **QuickFire** group newsletter focused on company growth and achievements.

At regional level, our leadership teams host all hands meetings and share **regional newsletters**. We also run **surveys and campaigns** gathering people insight and input. A few examples are our recent referral campaign, diversity and environment-focused surveys.

In April 2022, **Yammer** was introduced as Endava's official internal social network – both at regional and local level, and dedicated Yammer Communities for each location were created to further encourage conversation and cascade information quickly.



SOCIAL IMPACT

We focus on making a positive difference through partnerships that support the communities where we live and work. It is how we meaningfully bring our values to life.



SOCIAL IMPACT

Contributing to the Sustainable Development Goals



Highlights from 2022

14

Key Giving Partnerships

€1m

Matching campaign

19

Giving Projects

AWARDED

CSR project of the year in Romania: Thank You Forest

1,700+

Giving Week participants

We contribute to the societies that we are a part of, and more broadly the Technology & Services Industry, through community and fundraising activities. Guided by our purpose and values, our **Giving approach** focuses on delivering in areas where we can have the greatest impact by concentrating on **Education, Health & Humanitarian Aid and the Environment**.

Doing good and caring for people and the world around us is part of our DNA. Our Endavans across locations get actively involved in fundraising, volunteering and mentoring opportunities that make a positive difference. It all comes together in our **Giving Roadmap** that connects, coordinates, and concentrates all our effort, enabling us to enhance impact through thoughtful CSR projects.

"We care about contributing to the societies and communities we are part of. More than good deeds, it is our calling as a company and a meaningful way we bring our values to life. We are proud of the contributions we have made over the past two decades, by providing sustainable career opportunities and being a force for good, working through our key partnerships with NGOs and our support for local community projects."



David Churchill
Chief People Officer

Our impact stories: Health & Humanitarian Aid

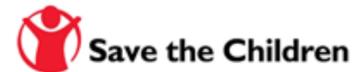


**STRONGER TOGETHER
FOR UKRAINE**

1 million Euro matching campaign

We are committed to helping those who are facing humanitarian crisis. We provide our support through those NGOs who focus on emergency aid and are closest to the challenges faced by the Ukrainian people on the ground, as well as the millions of refugees crossing borders in search of a safe haven. Through our **Giving partnerships** we manage to bring aid and relief to those in need, at the borders of Romania and Moldova, within Ukraine, and by leveraging tech expertise as a force for good. **Stronger Together for Ukraine** was our global matching campaign, open to Endavans and our friends across all locations, who came together enabling us to reach our target within two weeks.

Our support for Ukrainians in their time of need goes beyond emergency relief and extends to the opportunity to join us, as we understand the first step in building a new life is securing an income and a new role. With that in mind, we are committed to facilitate easy access to all Endava open roles in Romania, Moldova, Poland or Bulgaria and to continue our partnership with Niya, which focuses on supporting refugees through tech training and job opportunities.



Save the Children: Moldova & Romania Emergency Response for Refugees

As a leading humanitarian organisation, with extensive experience and presence, **Save the Children** enabled us to join forces in having a holistic approach to humanitarian aid. Our partnership focused on supporting refugees at the borders of Romania and Moldova with necessities from food, hygiene supplies, transportation, shelter and translation, to wellbeing support, legal counselling and mother and child kits.



PATRIR: Ukraine Emergency Response on the Ground

With 21 years of experience in transforming the way the world deals with conflicts, working from the local to the global levels to make peacebuilding and the constructive transformation of conflicts the basis for sustainable peace, **PATRIR** enabled us to offer support on the ground in Ukraine. From providing aid for people sheltering in metro stations, first aid training, medicine and medical equipment for hospitals, to repairing vital infrastructure such as water stations, our partnership focused on offering valuable support within the affected communities. We are thrilled to also host their Ukraine humanitarian aid headquarters in our Cluj office, supporting them further in making a positive difference.



CODE4ROMANIA: Tech as a Force for Good

Code4Romania focuses on leveraging technical expertise as a force for good, by developing relevant and impactful digital solutions for aid, facilitating access to trusted information and resources. As part of our partnership, efforts are directed to the Ukraine crisis and include validated access to shelter and support for existing and future refugees, as well as helping increase the coordination efforts by the government and NGOs.

“The openness and support of the Endava partners in this humanitarian crisis was more than exemplary and prompt in that both we from Save the Children and the Endava partners understood that the intervention must be immediate and as punctual as possible so that all those affected by this conflict receive real help in the period immediately following entry into Romania. We are happy to have you as partners and we hope for your support in the future as well.”

Save the Children Romania provided humanitarian assistance to mothers and children who took refuge in Romania and the Republic of Moldova. This meant in practice a humanitarian transport with 245,200 products of immediate necessity, hygienic and sanitary (diapers, wet and absorbent wipes), for 22,000 babies, young children and their mothers. Save the Children has offered, so far, for 144,191 people, of which 82,112 are Ukrainian children and 62,079 adults (women, elderly, extended families) humanitarian support, social assistance as well as educational and psychological assistance. 13,205 social vouchers were distributed for families with children, and 3,828 people (1,276 families) were registered in the financial assistance program to receive support for a period of three months. This involvement of our organisation was also possible with the help of Endava.”

Adriana Zorila

Senior Account Manager
Fundraising, Save the Children

Our impact stories: Education

Inclusion in Tech: Career Choices – Equal Chances in IT

Raising awareness is crucial in the journey of creating equal opportunities. We are proud to have supported and been part of a variety of projects focused on opening the conversation regarding equal opportunities in tech.

By supporting **the Summer School of Computing**, driven by the **Institute of Computer Science in Slovenia**, we can facilitate elementary and high school students to explore the world of IT by joining insightful training sessions and hands-on workshops. Our partnerships with **Cuti - Techy X el Dia**, **Liceo Impulso and Mate** in Medellin, **Invest in Bogotá** and **Anibal Soto School** brings students together with thought leaders in the field that share their knowledge and experience, guiding them into gaining a better understanding of the opportunities.

One of the projects with the highest reach, **Career Choices**, was organised by **Save the Children** and had national coverage in Romania. The virtual session focused on sparking curiosity and encouraging young women to explore a career in tech, together with thought leaders from various areas of technology, psychology and education, and **Endava Women in Tech** that are subject matter experts. The online event reached **over 17,400 people, children, teachers and parents**, and

received great feedback, marking the official launch of the **Young Women in Tech Academy**. From career orientation talks to knowledge sharing and mentoring, we partnered with trusted NGOs from Latin America and Europe to enhance awareness, encourage, and support young people to explore opportunities in tech.



Inclusion in Tech: partnership with ITgrarte

Our journey of joining forces for social impact with **ITgrarte**, a foundation from Latin America, dedicated to offering free IT training to people with disabilities, started in 2019 and continued through FY 22. The project has a thoughtful and custom approach to tech training, with each course being adapted to the participants' specific needs. The aim is for participants to develop relevant skills while also enhancing their autonomy and independence. In FY 22, our scholarships **enabled 200 people** to join its JavaScript, HTML, Python and Git training programmes enhancing their autonomy and independence.

Young Women in Tech Academy: Tech Skilling for Girls & Young Women in Tech I partnership with Save the Children & Informal School of IT

We are keen on **supporting inclusion** in tech by encouraging more women to enter tech careers and believe that early engagement with the domain is important. In FY 21, we partnered with **Save the Children** and **Informal School of IT** to support **100 girls and young women from disadvantaged communities** to explore a career in technology through a hands-on, four-module coding programme. The official launch **reached a network of over 13,000 girls and young women**, and the available spots were filled within the first week. The courses are now in progress and in the final stage participants will be able to create a digital solution. The programme focuses on facilitating tech training, sharing relevant insights, guiding and encouraging young women to explore the diverse opportunities of a career in tech.



Safe Online – Awareness, Awards & Ambassadors: partnership with Save the Children

Safe Online Awards is a high school competition focused on enabling young people to explore various aspects of online safety, including their rights and responsibilities online. It had two main components: raising awareness

through resources and materials, and a competition that encouraged students to develop projects that support online safety. Over 273 activities have been conducted over two months in schools on the theme of children's rights: 6,824 children, 424 teachers and 662 parents (**7,910 people in total**) from 32 counties were involved directly in the activities. As part of the competition, 161 projects that tackled this topic have been submitted and 10 winners have been awarded. As a follow-up for the competition, we are supporting an additional project that focuses on enhancing and multiplying the effect of the resources and competition by **training 30 young women in becoming Online Safety Ambassadors** – youth thought leaders - and cascading relevant and helpful messages to their peers. They are now part of a training process that will enable them to be involved in creating online safety activities, passing on knowledge to others, raising awareness and promoting the Safe Online principles.

Fellowship for Education: partnership with ANIS

The partnership started in July 2021 with the **Romanian Association of the Software and Services Industry (ANIS)** and is focused on supporting young teachers in the study and teaching of emerging technologies, aiming to foster a long-term partnership between the industry and the academic world in order to facilitate the integration of new technologies in the curricula and the use of innovative teaching methods. During FY 22 we supported two fellowships, enabling the upskilling of teachers that will pass on relevant knowledge to students.

- Supporting one teacher fellowship focused on AI/ML - Quantum Computing
- Supporting one teacher fellowship focused on Virtual and Augmented Reality – HealthTech

Career Center Platform: partnership with Code4Romania

We have joined forces with **Code4Romania** to support their project focused on developing the **Career Center Platform**, a digital tool that supports young people to access professional opportunities and prepare for their first job. In Romania, there are around 400,000 students, and we aim to help those who need support at the beginning of their professional journey. The digital tool will include career files for various professional domains and valuable content on how to prepare for an interview, how to access jobs and what internship programmes are available for students and recent graduates within companies and public institutions.

Supporting Future Leaders: The Duke of Edinburgh Award

Our partnership aims to support one of the world's leading youth development programmes. **The Duke of Edinburgh** focuses on empowering and supporting young people as they learn new skills, overcome obstacles, and build confidence and resilience. As part of our collaboration, we will be supporting five Schools and NGOs in Romania to become group units of the programme, impacting lives of over 200 young future leaders as they will have the opportunity to benefit from guidance, experience and resources.

Enabling Social Mobility | Law Society's Diversity and Access Scheme, UK

This summer we have hosted in our London office four members of the **Law Society's Diversity and Access Scheme** for work experience placements. We are proud to have been able to support this excellent scheme and

contribute to supporting diversity within the legal profession. **The Diversity Access Scheme (DAS)** is a unique scholarship programme, designed to address key barriers to the solicitors' profession faced by those from less advantaged backgrounds.

Supporting Equal Access to Education – CE & ADRIATIC

From August to September 2021, we supported the **Concordia NGO** in its mission to provide school supplies to children from underprivileged families from Bulgaria, Romania, and Moldova. We also collaborated with **Ways2Help NGO** to donate school supplies to disadvantaged children in North Macedonia. Over 260 children in Bulgaria, Romania, Moldova and North Macedonia received backpacks filled with notebooks, pens, crayons, and other supplies. We also donated IT equipment for a primary and secondary education school in Serbia.



Our impact stories: Health

Supporting care and treatment

The National Organisation for Rare Diseases of Serbia is an umbrella organisation bringing together different entities that support individuals suffering from various rare diseases. This is essential considering that rare diseases are often insufficiently recognised, so those dealing with them are often discriminated against and neglected.

We have partnered to support their goal as part of an internal matching campaign, where Endavans come together to fundraise, and the company matches the final amount. Besides public advocacy and a helpline, they also fundraise to support patients with the necessary medical aid which is not available at the expense of the health fund as well as supplying with necessary equipment needed for health and social care institutions to improve treatment.

BELhospice is the first specialised charity organisation in Serbia that provides palliative care to cancer patients. We believe nurturing wellbeing and providing appropriate and thoughtful care that considers the specific need of each patient is essential. We were able to support the organisation in providing relevant and valuable treatment and care services to those in need.

Tech as A Force for Good – Health Center App: in partnership with Code4Romania

We believe technology can be a huge force in driving positive change. As part of our partnership with **Code4Romania** we have been supporting the development of a health app that will enable the Romanian community to have access to accurate, relevant health information and digitally track their medical history. The platform is in the final development stages with content being curated together with the **Romanian College of Physicians** - the national organisation of physicians – and will also be used in partnership with NGOs and institutions from the health sector, for people who have a higher degree of vulnerability to receive the proper guidance for health care.



K'nex Challenge | Grassroots initiative, partnership with STEMPoint East, UK

Most children will not come across engineering as an educational theme until much later on in their studies, even though engineering and technical skills are crucial to economic success and there is a growing skills shortage in this sector. By supporting the **K'nex Challenge** project which aims to provide primary school children with an introduction to the exciting world of mechanical engineering, we are opening the conversation on the numerous opportunities in the field.

The programme offers a fun and exciting way for **children between 9 and 11 years old to explore the STEM** universe and develop skills such as communication and team-working, in the process of solving an engineering problem, through hands-on activities guided by STEM Ambassadors.

“Our partnership with Endava helped us bring this skills-focused activity to the children, which we believe can open their eyes to the value of engineering and the importance of the built environment. It is not simply ‘telling’ or imparting information, it is learning through doing.

A project like the K'nex Challenge takes a huge amount of background administration to enable it to run smoothly. Endava's funding has enabled us to provide this high-quality support to schools and volunteers. We particularly appreciated Endava's willingness to leverage our own experience and

knowledge to best effect, whilst championing the cause of raising awareness of engineering in a younger age group.”

Helen Spencer
Spencer Managing Director - KNEX CHALLENGE | STEMPPOINT EAST

Training Refugees in Tech | Social Mobility | partnership with Niya, UK



We are thrilled to have partnered with **Niya** to support their core purpose of closing the technology skills gap by training the world's most diverse and talented refugees and pairing them with opportunities around the world. Through our first collaboration started in July 2021 we have already supported the **training of 20 refugees, 12 of which have already also secured jobs**, and we aim to continue building on our partnership to enhance positive impact.

As we continue to build on our partnership, in the next months we aim to extend and enhance our impact in the social mobility space. Following the events in Ukraine, our support goes beyond emergency relief and extends to the opportunity to build a new life through a successful career. Therefore, we aim to continuously support training and opportunities for **Refugees in Tech**, as part of our ongoing partnership by sponsoring training cohorts for Ukrainian refugees.

“Endava's partnership with Niya provided training to 20 refugees, 12 of whom secured employment within 3 months of completion. Refugees face numerous barriers to employment, but talent and aptitude are not them. It's a breath of fresh air to work with Endava, who's authentic passion and drive for diversity, equity and inclusion are lived out by their people and teams. Our partnership is helping prove that the digital and diversity divides can be bridged if we just start looking in new places. Talent is everywhere, opportunity is not.”

Hugh Chichester
Co-founder NIYA Refugees in tech

CASE STUDY

Giving Week

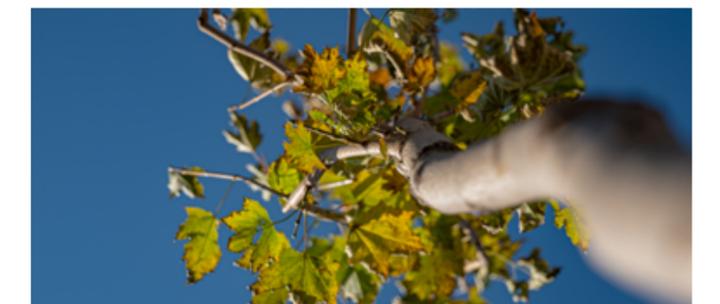
The gift of giving is an invaluable experience, and even though all acts of kindness matter, the way we give determines the level of positive impact that we can have. We believe that taking the time to be thoughtful of the way we give and have a more holistic understanding is essential in our journey to sustainable giving.

As part of our first **Endava Giving Week** in November 2021 we opened the conversation on the science of kindness and the numerous ways in which we can give, exploring the positive difference each and every one of us can make in the world around us. **Over 1,700 attendees** from across our business joined a series of keynotes led by social impact leaders and we also shared relevant digital resources with all Endavans.

Our impact stories: Environment

CSR project of the year in Romania

Our **Endava Thank You Forest** project, a tree planting initiative in partnership with **Planting Good Deeds**, was awarded **‘CSR Program of the Year’** at the ANIS Romania Gala in 2022. The initiative is also connected to our internal recognition programme: for each e-Thank-You card our colleagues send internally to each other, we are planting one tree. Additionally, to celebrate our 10,000 people milestone, we are also planting a tree for each Endavan, as a thank you for being part of our story and helping us reimagine the way technology impacts the lives of millions. Internally, this campaign had a great response since its launch in December 2021. During the first 48 hours over 20% of Endavans sent e-Thank You messages. In addition, volunteers from our partner NGO helped plant trees. The project itself has national impact, as we aim to continue growing the **Endava Thank You Forest**, through planting trees in Romania and other countries in the region.



OPERATING RESPONSIBLY

Our commitment to act ethically and with the highest levels of integrity enables us to retain the trust and confidence of our people, clients, and investors and to deliver a consistent performance, building a sustainable and robust business for the future.



OPERATING RESPONSIBLY

Contributing to the Sustainable Development Goals



Highlights from 2022

LAUNCHED

Share Success Plan to enable Endavans to benefit from Endava's success

a new AI-powered platform: Speeki to support our Speak Up Safely processes

99%

of our people completed the Endava Code of Conduct e-learning course for 3 years in a row

99%

of our strategic suppliers have completed our Modern Slavery questionnaire

99%

of strategic suppliers have signed up to the Endava Supplier Code of Conduct

We believe that Operating Responsibly is about being thoughtful in relation to all our stakeholders, including:

- Ensuring the wellbeing of our people and creating opportunities for shared success.
- Delivering smart solutions to our customers whilst ensuring that we safeguard our clients' privacy and protect the assets entrusted to us.
- Giving our investors confidence that our board takes collective accountability for good corporate governance.
- Taking seriously the impact that our decisions can have on the communities in which we operate.



“We are committed to acting ethically and with the highest levels of integrity in everything we do. We believe this commitment will enable us to build on our track record of compliance, continue to have the trust of our clients and the confidence of our investors. This helps us ensure a successful, sustainable and robust business for the future that Endavans can share in the success of.”



Rohit Bhoothalingam
Group General Counsel

Responsible and ethical business practice

Our Code of Business Conduct and Ethics

Consistent with our values, everyone at Endava must conduct themselves ethically, honestly, and fairly with our customers, partners, suppliers, colleagues, and others we do business with. We are focused on building a people-centric culture grounded in trust. Clients, investors, and fellow Endavans need to trust that we are operating responsibly.

Our **Code of Business Conduct and Ethics (“Code of Conduct”)** provides a comprehensive understanding of Endava’s values and how we embrace them in our daily interactions. It provides a framework for the way we conduct ourselves at work, with insight into how to operate ethically in a range of business situations. We share with our people the Code of Conduct in a brochure format which gives a brief overview of our approach to anti-bribery and corruption, conflicts of interest, insider trading, health and safety, human rights, speaking up safely, protecting company and customer information and assets, and responsible communication.

In FY 22, we did not experience any monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations. We also run an annual **Code of Conduct e-learning module** and, in 2022, 99% of our people completed this successfully. We are delighted that our Endavans understand

we all have a role to play and for 3 years in a row we have been able to maintain the same level of completion rates for ethics focused learning. In addition to the Code of Conduct our people also have available a **Policy A-Z SharePoint** site for reference and easy access, as well as the **Endava Employee Handbook** which is designed to help new joiners settle into the company. The handbook covers employment procedures, careers at Endava, as well as our working practices and guidelines.

Speak Up Safely

Endava’s **Speak Up Safely** process ensures that all our people can speak up if they have concerns that we are not meeting the high standards we set for ourselves. Concerns can be raised in the strictest confidence – our people can:

- Speak with their line manager or directly with our Integrity Officer.
- Send an email to our Integrity team.
- Use our AI-powered platform Speeki to send anonymous messages.

In May 2022, we launched our new Speeki platform as a global solution to listen to voices and concerns on any ethical or compliance matters in Endava. Speeki brings significant improvements to our Speak Up Safely process, allowing real-time two-way anonymous messaging between any concerned party and our Integrity team. It is also available as a mobile app for Android and iOS.

At the same time, internally we continued to expand our network of **Speak Up Safely Regional representatives** which we introduced last year to bring a human face to the process and help our Endavans navigate the available options.

To further accentuate our approach, in FY 22, we initiated Integrity workshops at regional and country level. These sessions continue to provide an open environment for Endavans to discuss and focus on our values, policies and our Speak Up Safely process.

CASE STUDY

Rewarding shared efforts

We believe it’s important to thank our colleagues and the **Your Zone Awards** are one way we show them they are appreciated and valued. They recognise colleagues that go the extra mile or make outstanding individual contributions, as well as high-performing teams that have moved the business forward. In the past year nearly half of our people participated in Endava’s **Sharesave Plan**, which enabled them to materially benefit from

the company’s growth. In October 2021 we introduced a new **Share Success Plan** which provides all our people with an opportunity to benefit from the company’s potential share price increase over the next three years without having to buy, invest, contribute or save through salary. All Endavans employed as of 1st of October 2021, including our people coming from recent acquisitions, were automatically enrolled into the 2021 Share Success Plan.

“One of the important ways we reward shared effort has been through our Sharesave plan. To help more of our people participate, we have introduced our new Share Success Plan that enables all Endavans to be part of our growth story and benefit from the company’s success. This is a wonderful step forward as an organisation that puts its people first and keeps its promises to reward shared efforts and success.”



Rohit Bhoothalingam
Group General Counsel



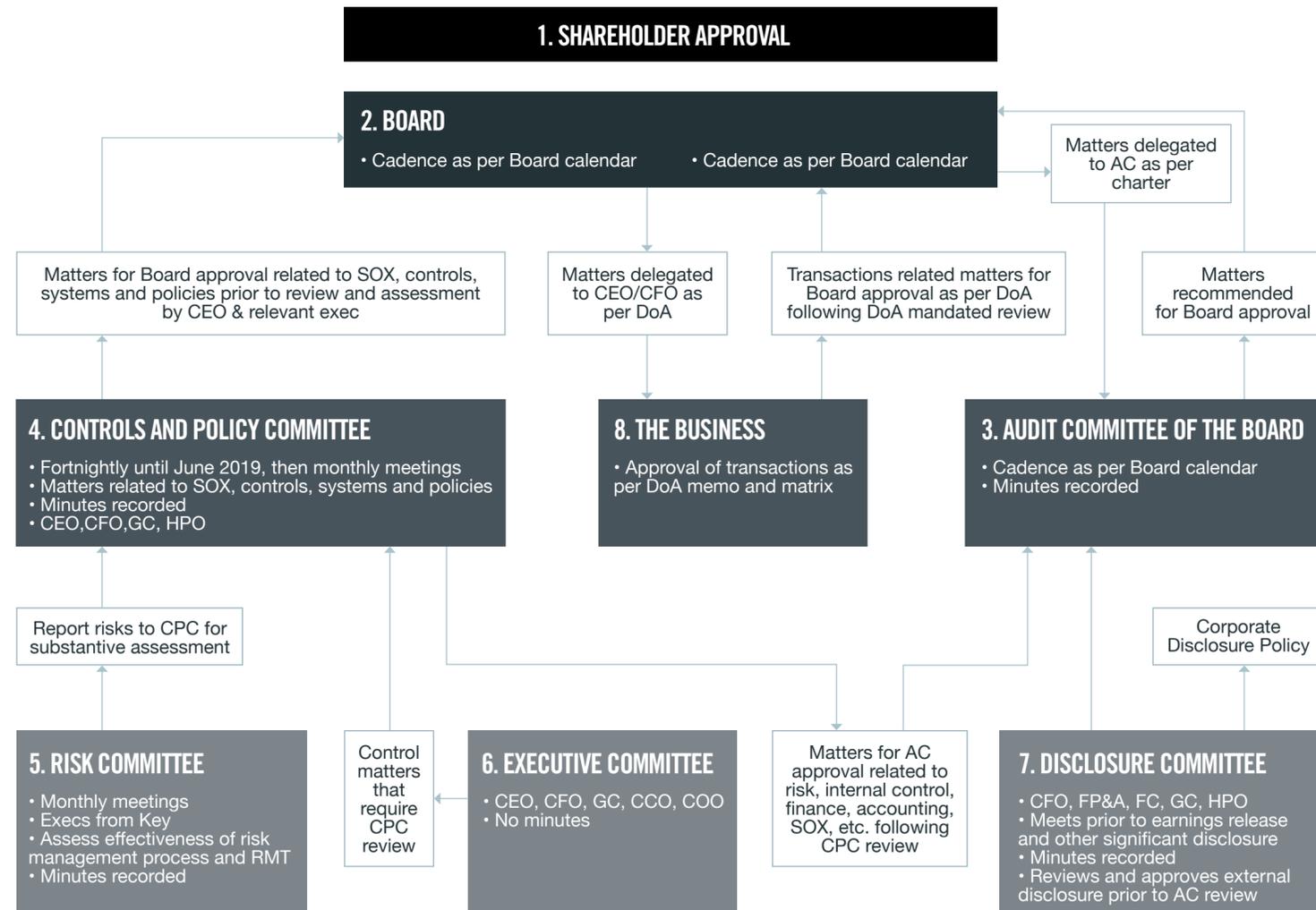
Endava PLC: Governance Bodies and Framework

1. REGULATORY

- Companies Act 2006
- Other regulatory requirements

2. BOARD & AUTHORITIES

- Matters reserved for the Board
- Delegation of authority
- Audit Committee charter
- CPC charter
- Fiduciary duties



Corporate Governance

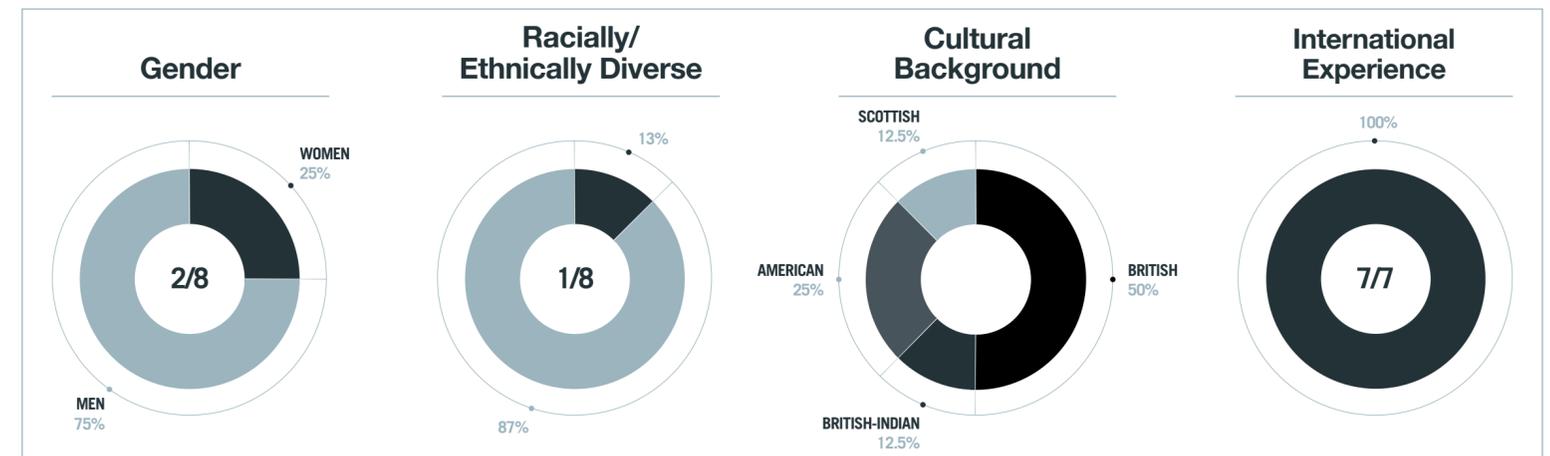
Endava's Board shares collective responsibility for the company's long-term success, with individual directors undertaking clearly defined and documented activities on the company's behalf. **Nominating and Corporate Governance, Remuneration and Audit Committees** meet at least quarterly. For FY 22, the Board had 98.5% attendance at all Board meetings.

We make our Code of Conduct, Speak Up Safely Policy, Anti Bribery Policy, Committee Charters, Board Diversity Policy and other documents available on our Corporate Governance portal at investors.endava.com.

We aim to have all the non-executive directors meet the New York Stock Exchange director independence requirements and at least 70% of our directors to be independent from management and shareholders, with no conflicts of interest.

Board diversity

Data as of 31 October 2022



In addition, as part of the search process for new directors, the Nominating and Corporate Governance Committee will actively seek out diverse candidate profiles to include in the pool from which Board nominees are chosen. As of 31 October, 2022, two of the members of the Board are women.

In accordance with our amended and restated articles of association, each of our directors serves for a term of one year and retires from office at every annual general meeting of shareholders and is subject to re-election

In FY 21, the Remuneration Committee commissioned an independent remuneration consultant to conduct a peer review and produce a report on executive and non-executive compensation at Endava. As a result, in relation to the predefined financial returns or relative financial metrics relevant for Chief Executive Officer's variable compensation, effective for FY 23, performance based equity awards will have 50% of shares subject to a three-year performance period. The other 50% of shares will remain subject to a one-year performance period, with phased vesting over three years (compared to four previously).

Adhering to best practices in labour relations

Our business processes are subject to internal and external audits on an annual basis to ensure we comply with local laws and regulations in each jurisdiction.

As part of Endava's onboarding process, **background checks** are completed for people joining our organisation. This is an important part of supporting the security and compliance in the work we do internally, as well as externally to reassure our customers.

Having a secure business environment, enables Endava to:

- Meet the high security standards required by our customers, including those related to secure infrastructure, information technology and Endava's delivery teams.
- Meet customer and investor expectations that we operate in a secure and safe manner.
- Ensure the work undertaken by our people is upheld to the strong reputation Endava has in the market.
- Effectively manage the risk associated with increased online activity, mitigating cybersecurity threats, breaches, and cybercrime.
- Ensure we hire the right candidates for the right roles.
- Maintain the security and safety of Endava's and customers' workplaces, assets and confidential information.

We uphold the freedom of association and the effective recognition of the right to collective bargaining. Across our locations, **43%** of our people are covered by a collective bargaining agreement.

The focus on diversity is also very important for us at Endava. We understand the importance of fostering an environment where equality and inclusion are in the spotlight and the unique experiences of each Endavan contributes to our success.

1.1% of our people are foreign nationals, needing an employment visa where they work, and 0.08% have taken up opportunities to work within Endava outside of their home country.

When recruiting foreign nationals in any jurisdiction, the greatest risks are compliance related. This refers to ensuring the candidate has the appropriate work authorisation and if this is not the case, work closely with several internal and external stakeholders to obtain this. Other compliance aspects are also monitored as appropriate.

Such situations generate a substantial financial investment and might create delays in the hiring process. Irrespective of the needed efforts, we understand that these are non-negotiable preconditions to any employment of foreign nationals and have put several mechanisms in place to ensure that the official routes are followed.

We have a **Global Mobility function** that works closely with other departments such as Tax, HR and Legal to oversee and manage the end-to-end transfer life cycle for our expatriate population.

In addition, external professional support is requested when needed for services that are not performed in-house.

To ensure cost oversight and adherence to budget, all long-term transfers need executive approval and follow the company-wide Global Mobility Policy directive.





CASE STUDY

Focus on Customer Experience

Our account teams focus on understanding our customers' needs and expectations to be able to adapt and deliver innovative solutions that enhance the positive impact we have on their businesses, delivering consistent and valuable experiences.

To understand how we are delivering and what we should improve, we run two **CSAT (Customer Satisfaction Score)** campaigns annually. We have a dedicated **Customer Experience team** who analyses and manages our clients' feedback to constantly help create the best service experience for our teams and clients. Our clients' responses are aggregated and made available to everyone in Endava. This ensures complete transparency at company, account, and project level and helps us better understand how happy our clients are with our level of service and how effectively we are supporting them, thus enabling us to work quickly and transparently to improve our clients' experiences. We use this valuable information to provide our delivery teams with the actionable insights they need to improve.

Our latest CSAT survey reported that **95%** of the clients surveyed were satisfied with our work with a **95%** likelihood of repurchase. We're grateful for all the feedback we receive. It keeps us focused on continuous improvement and we're excited to see a high level of satisfaction measured through our internal tools and independent research.



CASE STUDY



In an important milestone in our We Care sustainability journey, Endava was awarded a **Bronze medal by EcoVadis**, following the launch of our We Care sustainability approach and the first year of our sustainability reporting. This achievement recognises our ongoing commitment to make a positive impact in support of our people, customers and the communities where we operate.

Our 2022 EcoVadis certification score means we have attained a consistent and very good level of positive sustainability performance which also delivers on our values of **Open** and **Trusted**, placing us in the top 50% in our industry for integrating positive ESG practises across our business.

EcoVadis is one of the world's largest and most trusted providers of business sustainability ratings and is underpinned by international CSR standards such as the Global Reporting Initiative, the UN Global Compact and ISO 26000.

EcoVadis scorecards provide detailed insight across four sustainability themes — Environment, Labour and Human Rights, Ethics and Sustainable Procurement — to give an overall score of a company's sustainability performance.

Driving sustainable procurement

Modern Slavery

Endava has a zero-tolerance policy towards slavery and human trafficking. We are committed to making sure there is no human trafficking or modern slavery in any part of our business or supply chain.

Wherever we can, we voluntarily surpass our obligations as an employer to improve the lives of our people and local communities. We publish an annual **Modern Slavery Statement** in accordance with the UK Modern Slavery Act 2015. We focus on strategic suppliers with an expected annual spend greater than £100,000 and in FY 22 they represented 76% of our total spend. All our new suppliers in this category must complete a Modern Slavery questionnaire and **99%** of our current strategic suppliers have completed it.

99%



of our strategic suppliers have completed our Modern Slavery questionnaire

It is important to us that our people work in safe, and appropriate environments that meet local legal requirements. We have a long-standing position that we do not use or accept forced, bonded, or involuntary prison labour or child labour.

We do not demand deposits or hold our workers' identity papers, or work with businesses that do so. We only work with people who choose to work freely, and we respect the right to equal opportunity, freedom of association, and collective bargaining. Our working practices respect and uphold all human rights, and we develop our people through training and development programmes.

We intend to continue acting to reduce the risk of modern slavery and human trafficking in our supply chain pursuing the following goals for the financial year ending in June 2023:

- Extending our checks to suppliers with expected annual spend below £100,000 in certain jurisdictions where the risk of modern slavery and human trafficking is considered higher.
- Providing training and awareness to relevant internal stakeholders.
- Ceasing to engage with current or prospective suppliers who do not comply with the Modern Slavery Act 2015 or any applicable local regulation in a different jurisdiction.

Responsible Procurement. Understanding Our Supply Chain Impact

Our procurement organisation extends Endava's commitment to sustainability and responsible & ethical business practice to our supply chain, managing the environmental, social, governance (ESG) and ethical impacts of our purchasing. We will endeavour to leverage our spending to drive our business performance and any negative impact of our supply chain.

- Improve the integrity and transparency of our supply chain.
- Advocate for more fair and humane working conditions within our supplier base.

- Support diverse-owned businesses and advocate for a more inclusive business environment.
- Promote sound environmental practices and strive to reduce any negative impact of our supply chain.

Our Approach

We manage our supply chain and purchasing decisions to increase our positive environmental, social, and governance/ethical impacts while decreasing our negative impacts.

In FY 22, we have launched Endava's new **Procurement Guidelines** formalising our approach across the business and we have trained Endavans involved in purchasing activities. In FY 22 we also hired a Global Procurement Manager to drive consistent behaviour and high standards. For our strategic suppliers we have established an annual performance evaluation focused on the contractual, environmental and integrity aspects.

Our Procurement Guidelines, Supplier Code of Conduct, Modern Slavery questionnaire and Supplier Ethics checks are designed to increase integrity and transparency of our supply chain.

99%



of strategic suppliers have signed up to the Endava Supplier Code of Conduct

Our procurement guidelines and request for proposal (RFP) process include ESG criteria. We require suppliers to demonstrate similar commitments by providing information related to sustainability. Going forward, we will expand our sustainability rating process and coverage within our supply chain.

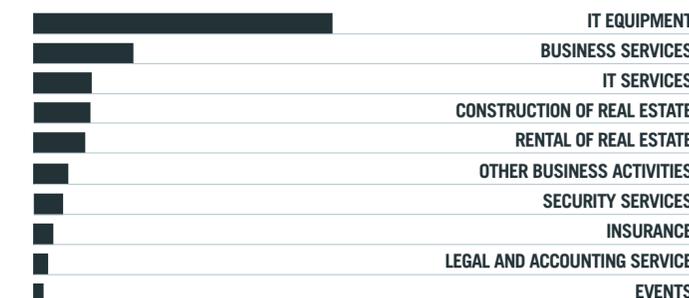
Supplier Diversity

Our Supplier Diversity programme strives to increase the use of services and products provided by diverse-owned businesses and create a supply chain reflective of our commitment to diversity and inclusion. We recognise as diverse suppliers the companies that are at least 51% owned and controlled by one or more individuals from diversity categories. We are working to improve our processes related to this programme and in the geographies where we have monitoring in place we spent £2.9 million with diverse suppliers in FY 22.

Environmental Criteria

We strive to reduce any negative environmental impact of our operations. While local circumstances may differ from one geography to another, we have guidelines to help our teams when deciding what, how much and from where to procure. FY 22 is our first year of reporting under GHG Protocol for Scope 3 emissions resulting from the company's value chain. Our global efforts for data collection, measurement and reporting enabled us to understand which are the relevant emissions generators and will help set concrete quantitative and qualitative KPIs for our suppliers to mitigate emissions through approved science-based targets.

Procurement categories generating the highest GHG emissions



Data for FY 2022

INNOVATION & DATA INTEGRITY

Our passion is developing smart solutions that reimagine the relationship between people and technology. As we do this, we strive to safeguard client privacy and protect the assets entrusted to us by aligning with best practice industry standards.



INNOVATION & DATA INTEGRITY

Contributing to the Sustainable Development Goals



Highlights from 2022

LAUNCHED

the Endava Global Innovation Community

INTRODUCED

an intellectual property e-learning tool

TOP 10%

security rating in our industry (BitSight rating)

SOC 2 TYPE II

attestation

98.97%

average up-time

We reimagine the relationship between people and technology, helping our clients become digital, experience-driven businesses by assisting them in their journey from idea generation to development and deployment of products, platforms and solutions. Our expertise spans the entire ideation-to-production spectrum. We help our clients become more engaging, responsive, and efficient.

Data integrity is at the heart of every successful digital acceleration initiative. That is why we are committed to protect the assets entrusted to us by Endavans, our clients, suppliers, and business partners. By following strict information security and data privacy governance and reporting routines, we keep information safe from unauthorised access, alteration, or destruction.

"Our focus from the beginning has always been to enable our clients' success by pairing our deep knowledge of the industries we serve with world class strategy, digital and engineering expertise. As we look to the future, we are excited to explore how technology will continue to help our clients stay competitive in their current markets, whilst evolving new business models and revenue streams."



Julian Bull
Chief Commercial Officer

Enabling innovation

We create value for our clients through creation of Product and Technology Strategies and Intelligent Digital Experiences, delivered via world-class engineering and through our broad technical capabilities, grouped into four key areas: Define, Design, Build and Run & Evolve. [Discover more about our capabilities.](#)

We foster a delivery culture grounded in **technical excellence** and **innovative thinking**. We do this to ensure reliable and innovative client delivery, make our clients successful, to allow our staff to thrive and become the best that they can be, and constantly challenge ourselves to keep improving.

We also add value to our clients by focusing and organising our teams within **industry verticals (IVs)**, each with specific line expertise. Our clients can trust we have a deep understanding of the developments and trends within the IVs and that we can generate unique solutions that give them a competitive advantage, while simultaneously performing rapid execution and delivery. This is made possible by the seamless alignment and collaboration we have between teams. [Discover more about our industry expertise.](#)

We are working to continuously improve the capability of our delivery community by providing tools and resources to help teams deliver technical excellence, and by encouraging innovation, both on projects and through specific innovation activities. This approach is powered by our Catalyst and TEC groups.

Within our delivery model, **Catalyst** is our consultancy arm that provides vision, strategy and expert advice across product, process and technology, to determine the problems our clients face and foundationally reimagine solutions that drive real impact for them.

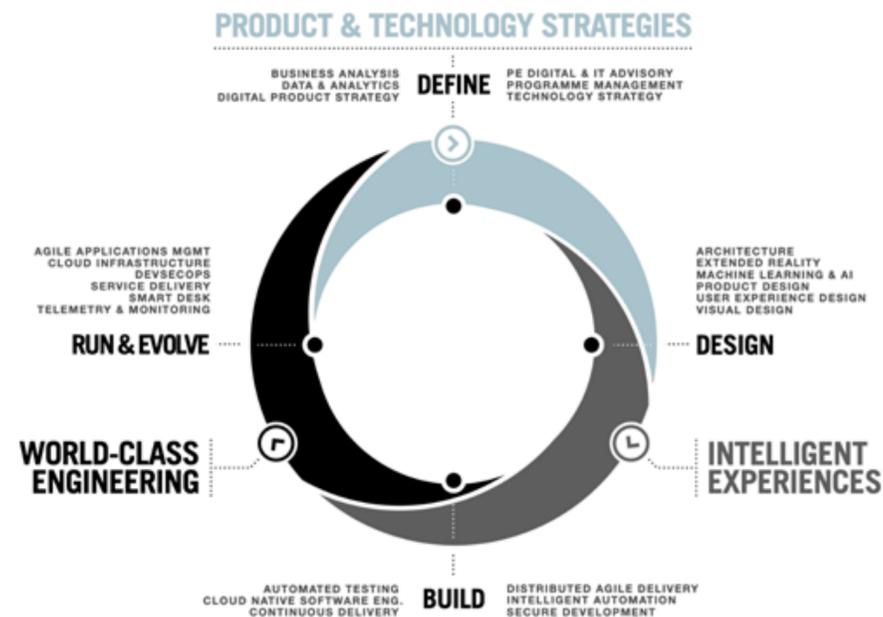
Catalyst is comprised of four capabilities that interoperate:

- **Product Acceleration (PA):** helping clients figure out how to succeed in their digital transformation journey.
- **Delivery Acceleration (DA):** enabling our clients to establish future ready technology strategies.
- **Agile Acceleration (AA):** helping our clients become modern agile natives, enabling their people to adopt and embrace appropriate agile practices and maximise the flow of value.
- **Industry Acceleration (IA):** adding the industry credibility and perspective by providing deep industry and domain expertise.

Our **technical leadership group**, known as **TEC**, is responsible for running our disciplines and capabilities, providing resources to support technical excellence (TEAM & TEAS, ISO9001 QMS), and running internal capability programmes, global communities, and global events, to grow skills and capabilities in strategic areas.

Our **disciplines** are virtual organisations running across Endava and form the professional homes of our delivery staff. Disciplines are responsible for the quality and effectiveness of professional practice in their area and for creating a vibrant community, spanning our locations and organisation structures, in which our people can grow to be the best that they can be.

Capabilities are cross-discipline communities tasked with building strategic inter-disciplinary skills which are important for our growth.



"Catalyst provides the ability for Endava to engage with our clients in the most strategic way. It provides the ability to rapidly enable our clients to take advantage of new thinking and technology and unlock the pathway into the broader set of Endava's full lifecycle capabilities."



Matt Cloke
Chief Catalyst



Eoin Woods
Chief Technology Officer

"One of the most satisfying things for us is finding innovative solutions to our clients' real problems, providing practical answers in novel ways, while always safeguarding their privacy and protecting their assets."

Innovation Community

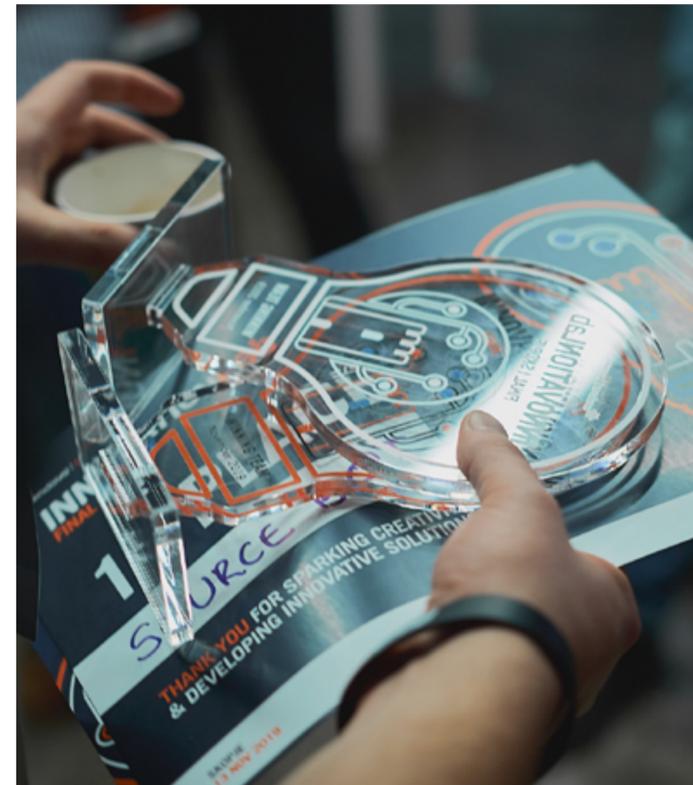
As part of our Innovation strategy, this year we launched the **Endava Global Innovation Community**. Following in the footsteps of our other successful technical communities, this community provides a place for our innovation enthusiasts to gather and share innovation activities. This way we are creating a cross-disciplinary global environment with members from right across the firm, made up of local communities in each of our delivery centres, which will get together for regular events organised by the TEC group and the **Innovation Champions** who lead the community, inspiring and supporting innovation activities across Endava.

Every year at Endava we run **Innovation Labs** events designed to challenge Endavans to generate new ideas and out-of-the-box solutions to keep our thinking fresh. These events offer the chance to explore new technologies, such as new software, hardware or gadgets and to develop our skills in these new areas. The theme of the most recent Innovation Lab event was to create inventive prototypes for innovation areas in our delivery units, that could show our clients how we could provide them with exciting new opportunities in their businesses, while putting a spotlight on the innovative thinking and skills of our people.

A total of **35 teams** competed last year and we ran **28 innovation events** across the company during the year. Six teams qualified to compete in the Global Innovation Lab Final event. Their projects showcased innovative ideas that used a wide range of technologies including artificial intelligence, cryptocurrencies, chatbots, payments platforms, QR codes, positioning technology / learning systems and delivered very impressive examples of innovation.

Due to the pandemic, the event was held virtually last year, with over **500 Endavans** watching it live via Microsoft Teams. Our judging panel comprised of Endava CEO, John Cotterell; COO, Rob Machin; CTO, Eoin Woods; VP of Industry Acceleration, Bradley Howard and VP of Innovation, Joe Dunleavy.

A team from our Montevideo office won the competition with a payments and services platform for the automotive industry based on IOTA. The top three winning teams each received a cash prize, but all the finalists have the chance to bring their projects to life in Endava through support from the Internal Projects Group (IPG) to allow them to be developed to the point where they can provide a demo to our clients.



XPLORE Programme

In FY 22, we introduced a new programme, ran twice a year, which encourages our Catalysts to put forward ideas for **R&D** efforts. After a review cycle by our panel, it was decided that a really cool idea that we wanted to see developed further was in the space of using XR technology to aid UX / Product Design workshops with clients.

For **User Experience (UX)** and **Product Design** workshops we incorporate more and more remote meetings into our workflow. This means that traditional workshop formats like Google Sprints are much harder to realise than before the pandemic when we were able to meet in person. The new hybrid meeting solutions using platforms like MS Teams, Google Meet and Zoom can help to connect people but at the same time, they may reduce creativity when compared to in person workshops.

XR workshop environments offer the possibility to meet in customised 3D spaces, enable participants to interact (draw, create) and integrate web content to create mock-ups, while communicating very naturally. Also, the feeling of physical presence is much stronger during XR meetings.

Our XR team is experimenting with different market-ready solutions for XR meetings to assess their strength and weaknesses and create a new workshop format that we can offer to our clients who are already interested in using XR workshops.

"What really excites us at Endava is working with clients to leverage disruptive technology to help drive a strategic need for them which in turn may have a very positive impact for the customers they serve also."



Joe Dunleavy
VP. Head of Innovation

Partnerships for Innovation

In FY 22, we established new partnerships to enhance our ability to deliver leading-edge solutions for our clients.

We recently joined the **Unity Certified Creator Network**, which leverages Unity technology to solve customer problems. This membership-based ecosystem is focused on putting diverse, innovative creators such as Endava at the centre of the metaverse economy.

We also joined **Stripe's** new Partner Ecosystem as a key strategic partner. This partnership will enable Endava's payments technology teams to navigate merchants through these intricacies and help them build solutions using Stripe's extensive ecosystem.



Tech for good: The metaverse

Metaverse-related technologies already offer significant business opportunities. Two-thirds of company leaders in the U.S. say they have moved beyond metaverse experimentation, and within a few years, it is expected that their metaverse efforts will be fully integrated across the business.

Consumers have already express interest in the experiences and services that the metaverse could offer, however most of the businesses start with internally focused metaverse initiatives to support training, collaboration and onboarding. ([PwC Metaverse Survey](#))

Although there are ethics and environmental concerns to address ([Fjord Trends](#)), it is expected that the metaverse will drive an evolution of the digital world over the next several years ([PwC Metaverse Survey](#)). We are already helping our clients monetise the metaverse, both in North America and Europe and we believe companies across all industries

can use the metaverse to effect positive change in a variety of scenarios. For example, virtual remote solutions can reduce travel, Virtual Reality (VR) can be used to counter implicit racial bias and can also be used in therapy, such as speeding up recovery after strokes or help with post-traumatic stress disorder.

We have already engaged with many clients to provide VR experience and learning applications which brought a significant change for their users' experiences.



SUCCESS STORY



Virtual art gallery experience

We worked with **Colnaghi London** to develop a virtual experience which enables clients and new users to view Old Masters in a virtual space fusing audio, video, documentation, and X-ray scans with interactive user elements, demonstrating how tech can add to the viewer's experience, enhancing how we see, interpret and engage with works of art as Web 3.0 emerges.

The first project together focuses on the presentation of Orazio Gentileschi's 'Rest on the Flight into Egypt', a painting with remarkable provenance, on view simultaneously at Colnaghi London.



[Read more on our website.](#)



[Watch video to find out more.](#)

SUCCESS STORY

Gamified learning through AR-based storytelling solution

We helped **CoSA Center of Science Activities** in Gratz, to develop one of the venue's highlight exhibits: **CoSA A(R)dventure**. Using augmented reality headsets in the museum sector, the foundation seeks to foster the interest of young people in the sciences and inspire them to learn through technology-enabled storytelling. Through A(R)dventure, young people can gradually learn about the causes and consequences of climate change.

With a total of 40 HoloLens headsets available, up to 18 people can view the exhibition at a time, allowing the young visitors to go on a discovery journey together. Guided by augmented reality (AR) visuals, they control virtually augmented hands-on exhibits and resolve tasks with the help of a small, flying AR robot named H.I.G.G.S. (Hyper Intelligent Guiding Gadget System).



[Read more on our website.](#)



[Watch video to find out more.](#)





Tech for good: Electric mobility

are backing infrastructure investments through various schemes, including road taxes grants, parking permits and grants for businesses to encourage employees to go electric, [Skoda](#)). Companies with a large fleet have all begun to transition to EVs, with a majority of their timelines set to convert their fleets by 2050 or earlier ([Perillon](#)).

The transportation sector is the fastest-growing Greenhouse Gas Protocol (GHG) emitting sector, set to reach a share of more than 30% of total GHG emissions in the future ([UN Environment Programme](#)). Electrification is one of the solutions to reduce greenhouse gas emissions and air pollution, especially in large cities. Investments are being made in electric vehicle (EV) charging and infrastructure and governments

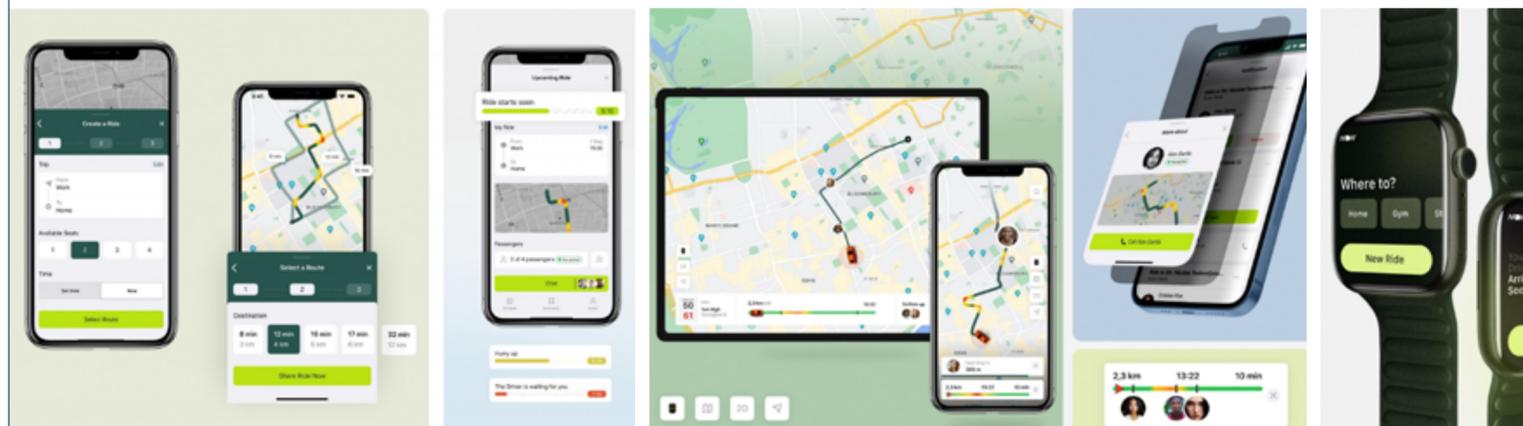
We believe digital platforms and services can aid in more sustainable choices such as ride sharing and shared mobility or simply offer the convenience of having multiple transport modes available in one application ([European Commission](#)) and we are excited to contribute to a greener future through the solutions we deliver to our clients.

SUCCESS STORY

Electric mobility on demand

We are working with our customer to develop a platform for electric car sharing to be operated in 8 cities. The system brings sustainable mobility options to cities and commuters, enriching their green mobility options, reducing the need for privately owned cars, and plugging

in to public transportation to create a holistic approach to urban mobility. Built with sustainability in mind and with a customer-first approach, the platform includes features for smart pricing and payments as well as insurance on demand.



SUCCESS STORY



An app for all EV drivers

We supported our client, [elvah](#), in their aim of implementing the best charging platform for electric cars, a solution offering convenient access to more than 200,000 charging points in Germany and 30 other countries.

The elvah app is mapping and enriching electric charging information, giving users real-time recommendations for available and well-functioning charging stations nearby.

The solution supports flexible tariffs and users can access a monthly energy account top-up and additional services that suit their driving habits.

Tech for good: Financial inclusion

Financial inclusion is a key enabler to reducing poverty and boosting prosperity and it means that individuals and businesses have access to useful and affordable financial products and services that meet their needs – transactions,

payments, savings, credit and insurance – delivered in a responsible and sustainable way ([World Bank](#)).

Addressing accessibility in finance involves different demographic groups and scenarios, such as older populations not being as ‘tech-savvy’ and not knowing how to use digital banking platforms ([Age UK](#)), minority business owners being less likely to get approved for loans for various reasons ([Forbes](#)), or the cost of living crisis as with increasing prices people have less disposable income ([Deloitte](#)).

We see financial inclusion projects we are involved in as an opportunity to use Endava’s

experience in building complex financial services products to help aid those working to improve the fairness and equality of our financial systems. Our belief is that all people should have access to financial services, regardless of their socioeconomic status, and this often means changing the way people access and manage their money.

We are proud to work with our clients to build products that improve equity in financial services or bring a greater portion of the world online into the digital economy.



SUCCESS STORY



Accessibility in the digital economy

Throughout our work across the payments ecosystem, we had the opportunity to build a number of payment products that enable those without traditional bank accounts to participate in the digital economy.

These products utilise mobile devices, instant paycheck deposits, or stored value cards to allow customers to earn, spend, and save money without having to qualify for a traditional bank or pay the associated fees.

SUCCESS STORY

Building products to increase equity in financial services

To help solve the challenge that the minority-owned businesses face when it comes to access to capital from traditional lenders, Endava has worked with a US based client to build a new lending platform that democratises access to small business lending and removes some of the systematic bias in the current lending and underwriting process.

Endava has worked with our client to lead the design and the development of the platform from ideation into continued deployments of new features and product capabilities.



Data Integrity Programme

Data integrity is at the heart of every successful digital acceleration initiative, which is why we couple technical excellence with a commitment to protecting the assets that our customers, suppliers, business partners and our people trust us with.

We are committed to protecting personal identifiable information and data, or personal data, and ensuring that all Endavans are fully aware of the importance of data privacy and are equipped with the tools to manage any personal data as part of their role, as well as knowing what to do and where they can go to ask for help. We have a dedicated team of lawyers who make up the **Privacy Team** responsible for implementing data privacy matters across the business. We have also put in place measures to improve data privacy governance across our growing organisation, have appropriate policies and equip our people through targeted training.

Governance

We have regional and sector specific data champions, responsible for implementing key data privacy practices alongside the Privacy Team. We run regular sessions with our data champions aimed at refining their understanding of privacy practices.

Policies

We annually review and update our **Employee Privacy Policy** and our **Data Breach Incident Response Plan**. This process ensures that we regularly evaluate our internal privacy operations and ways in which we can continue to improve and make them more robust. In FY 22 we experienced zero data breaches that required reporting to the Information Commissioner's Office. Our Data Privacy team works closely with our Internal Tech and Security teams and have recently implemented a cyber and data security steering group.

Training

Our aim is to support Endavans so they are able to act in line with the law and best practice. In addition to the global annual training on data privacy, we also give sector-specific training to all our people who are exposed to personal data, including those working in sales and marketing, human resources and recruitment and delivery. For our delivery teams we provide both classroom and project-specific training as they are exposed to client personal data.

Data privacy and freedom of information

Our privacy team continues to support our organisation in effectively implementing privacy laws and regulations and our goal is to continue to do so with increasing prowess as privacy laws worldwide continue to become more sophisticated and as Endava continues to grow.

We strongly believe in protecting the confidentiality and security of personal data. We clearly set out how we collect, use and store personal data in our Privacy Notice.

Our marketing policies and practices align with the European Union's **General Data Protection Regulation (GDPR)**, and we require individuals to consent to receive marketing communications.

In FY 22, no users' information was used for secondary purposes. When we use media partners, such as for online events, we closely review agreements to ensure they include relevant data protection clauses and we require our partners to obtain consent from individuals before providing us with any personal data. In these cases, we also provide a link to our Privacy Notice to ensure people can understand how their data is being used.

In FY 22, there were no countries where our core products or services were subject to government-required monitoring, blocking, content filtering or censoring. There were also no substantiated complaints received concerning breaches of customer privacy either from regulatory bodies or from outside parties.

We suffered no financial losses in FY 22 resulting from legal proceedings associated with user privacy, nor did we receive any law enforcement requests or personal requests for user information.

"As Data Protection Advisor, I work with teams across our different geographies in all sorts of ways, from advising on privacy risks in particular projects to leading training and setting up internal privacy governance. Our Privacy team is involved in so many different aspects of the business ensuring that we truly consider privacy implications in our operations."



Jesutofunmi Idowu
Legal Counsel and Data Protection Advisor

CASE STUDY

IP e-learning & assistance

At Endava, we recognise the value that leading-edge technology can hold and the need to derive business benefits from an investment in development. Understanding the impact that **Intellectual Property (IP)** rights can have, we work with our clients to maximise value and realise their commercial goals.

Central to our methodology is working closely with our clients to drive development. Mutual collaboration and innovation enable us to develop products that are highly tailored to align with client ambitions. At the same time, we can fit in with and support on IP strategies. One key focus is to always respect third-party IP rights.

Advances in technology and our understanding of science often involve "standing on the shoulders of giants" (or previous inventors). However, we strive to act ethically and respectfully, ensuring we do not use materials subject to third-party ownership rights. Being aware of when IP rights arise ensures that we can operate in a way that does not infringe them. This is why we offer business-wide training on IP matters to all Endavans.

We have digital materials available on **Endava University** that provide more detail about IP and an **e-learning tool** to help Endavans understand what we can and cannot do in different situations. We also offer our Endavans access to IP assistance and encourage them to reach out to our legal team if they have further questions on this topic.

Cyber security

As a digital company, cyber security and the protection of our IT infrastructure, systems and people are vital to our success. Key security features we have in place include firewalls, email and web filtering, multi-factor authentication, monitoring tools and multi-layer anti-malware protection. We only connect approved hardware to our network and unauthorised software is not allowed on company computers while strong access controls ensure only authenticated users can connect. We think of our Endavans as forming a **'human firewall'**. All our people must complete security awareness training at onboarding and on an annual basis. We also conduct scenario-based testing to enable Endavans to recognise and avoid suspicious emails monthly.

We report on cyber security issues to the Board every quarter. Cyber security is a key element in our value proposition, so we use external benchmarks to ensure our programmes remain industry-leading.

In July 2022, we achieved a **BitSight Security Rating of 780 (Advanced)** – which puts Endava in the **90th percentile** in our industry by security rating.

We are investing heavily in our **Security Operations Centre**, aiming to double the size of the teams during the next year, and will be leveraging that investment not only for our own cyber protection but to deliver enhanced security services to our clients. The transformation process will be across people, technology, and process.

As we continue to expand globally, we will be moving to a follow-the-sun model for security operations with centres of excellence in Europe, Americas, and Asia Pacific.

We are continuing to strengthen our Cyber Security leadership team with the targeted recruitment of several industry respected individuals who will help us on our journey of continuous improvement and risk based defence in an ever more complex threat environment.

Endava operates a vulnerability management program that includes:

- Monitoring of vendor and independent information sources for news of latest disclosed vulnerabilities and patches availability.
- Use of common commercial on-premise and cloud-based network scanning tools to detect vulnerabilities exposed in internal and public-facing networks.
- Severity rating of detected and publicly-disclosed vulnerabilities taking into account the actual exploitability of the vulnerability in our environments, and the potential impact if the vulnerability was to be exploited. Endava also installs Microsoft Updates on servers, including servers hosted for client if contractually agreed, within 30 days of release and on staff computers starting from three days after release. Updates released are installed after a period of testing, in the case of computers in a speeded-up process to more promptly close down the latest vulnerabilities on the most at-risk elements of the IT estate.
- Scheduling of installation of patches on timescales appropriate to the severity rating, for example critical severity vulnerabilities to be patched within 30 days of vendor patch release, or sooner if the vulnerability is currently being exploited by external actors. Updates for non-Windows systems are installed under change control, whilst Windows Updates are handled as a BAU process.

Employing best practice standards

Our customers want to know they are partnering with a company aligned with industry standards and best Practice with regard to our data practices and controls.

Since December 2020, Endava has held a **System and Organisation Controls (SOC) 2** attestation of our software development and managed services operations, which gives our customers the assurance that their data is treated in line with the **SOC 2 'gold standard'** trust service principles of security, availability, and confidentiality. Since 2021, we are undergoing even more rigorous annual Type 2 audits that assess our operational effectiveness. In January 2022 we have successfully completed our first **SOC 2 Type II attestation audit** for our software development and "Run by Endava" operations, which further exemplifies our commitment to the most rigorous controls to ensure Security, Availability and Confidentiality of the data.



Endava's compliance to the SOC 2 Type II audit standard provides our customers with an assurance that we treat their information in accordance with the SOC 2 trust services criteria of security, availability and confidentiality. These trust services criteria, developed by the **American Institute of Certified Public Accountants (AICPA)**, are considered "gold standards" for assessing service provider security.

We maintain certification of our Information Security Management System (ISMS) to **ISO 27001** for all our delivery locations and activities. We continuously monitor, review, and maintain or improve our ISMS to ensure that our partners and clients can have the highest level of confidence in the way that we manage employee and client information and protect against risks.

Our intelligent Quality Management System (QMS) is certified to **ISO 9001**. Through the QMS, we ensure that quality is inseparable from the digital products and services we deliver. Our Quality Assurance process is incorporated in our delivery framework **TEAM (The Endava Adaptive Model)** – every step is verified against our QMS processes and procedures and code quality requirements, as well as client specifications. Additionally, our internal audit process and cross-project reviews provide operational monitoring throughout the project to ensure the highest level of quality delivery.



Business Continuity

Endava's resilience is rooted in our people, geographic footprint, agility, and investment in tools and processes. We choose our global delivery locations based on both the local technical talent and infrastructure, and we strongly believe in the power of small, autonomous, empowered teams that work closely with our clients in a highly distributed fashion.

As a global company, we believe that we should be able to deliver all our services from any location without compromising on quality. This means ensuring every delivery centre has the tools and processes it needs, including secure infrastructure, laptops and cloud-based tools, to enable Endavans to work effectively wherever they are.

Our Board, through the **Risk Committee** and **Controls and Policy Committee**, along with our senior management are closely monitoring the impact and the mitigating actions relating to the attacks on Ukraine by Russia. While we have operations in Poland and Moldova, which together with Romania border western Ukraine, Endava is not directly impacted as we do not have staff or business in Russia, Belarus, or Ukraine.

In this respect, Endava has an established **Business Continuity Management System (BCMS)**, in line with the international standard for business continuity, **ISO 22301:2019**.

We have created a framework for Business Continuity Management that requires development of specific plans at the delivery centre and IT Systems level to deal with significant disaster events.

Our plans cover a wide variety of impact scenarios, and we believe we are well prepared for likely impacts. The most likely being for example on power in the event Russia cuts gas supplies to Moldova or other parts of Western Europe. We have checked power generators in our offices – particularly in Moldova and feel we are as well prepared as we can be at this time.

We have recently reviewed and tested parts of our disaster recovery plans in the event of loss of an office and are well prepared to handle this.

For the time being our client delivery remains unaffected, and so far, we are seeing only a minimal risk of this impacting our delivery to clients.

In FY 22, we recorded the following disruptions to our customer-facing services:

- performance issues related to managed services: 17
- service disruptions: 231
- total days of customer downtime: 14.97

Also, in FY 22 we achieved an **average up-time of 98.97%** (this includes unplanned outages only, as the planned downtime is part of the maintenance process)

Endava is a cloud-oriented company with the main platforms in the cloud: **Microsoft** (Office365, Azure), **Oracle** (Fusion, HCM, EPM modules), and **ServiceNow**. Also, almost all team tools standards used by our disciplines for productivity purposes are cloud-based services. The total number of licenses or subscriptions is 165,000, out of which 77% are cloud-based.



ENVIRONMENTAL IMPACT

We care deeply about our impact on the world, and we follow sound environmental practices to help lower our environmental footprint everywhere we operate.



ENVIRONMENTAL IMPACT

Contributing to the Sustainable Development Goals



Highlights from 2022

SCIENCE-BASED NET ZERO COMMITMENT

CALCULATED GHG EMISSIONS FOR ALL ENDAVA LOCATIONS

9%

of GHG emissions generated from own operations

52%

of our people are in locations with an implemented Environmental Management System (EMS)

As a company, our focus is on achieving net zero emissions from our organisation and value chain, accelerating our journey to a net positive impact.

In 2022, we have continued to deliver on our commitment to integrate environmental considerations into our working environment, our business processes and our communities to help us with our aim of lowering our environmental footprint everywhere we operate. We impact the environment through the energy and materials we procure and consume, through the services we offer, and through the waste and GHG emissions we generate directly and indirectly.

We are equally committed to complying with laws, regulations, and codes of practice. We aim to follow and promote best sustainability practice, and support our suppliers and customers do the same. Moreover, we are committed to bettering our environmental performance, accountability and transparency, building trust and respect with our stakeholders.

"As a company, we plan to accelerate our journey to a net positive impact. We are working towards our environmental goals and approach our environmental disclosures with the utmost integrity. Simply, we aim to do more 'good' for the environment than 'harm' and believe we all have the power to help tackle climate change through our behaviour at work and at home."



Mark Thurston
Chief Financial Officer

Journey to Net Zero

We take our environmental responsibilities seriously and we believe each of us at Endava can help tackle climate change through our behaviour at work and at home. In 2022 we have performed a more comprehensive accounting of our **Scope 1, 2 and 3 emissions**. Our methodology for accounting and reporting GHG emissions is aligned with the 2013 UK Government environmental reporting guidance (Chapter 2) and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition).

In **Endava Greenhouse Gas ('GHG') Emissions Reporting Principles and Methodologies in the Data Subject to Independent Limited Assurance** document, we outline the criteria and the supporting methodologies that we have adopted to prepare our 2022 GHG emissions reporting, which forms our baseline year for GHG accounting and target-setting for GHG emission reduction.

In addition to our internal processes and governance, we engaged **PricewaterhouseCoopers LLP (PwC)**, as an **independent third-party**, to provide **limited assurance** over certain metrics in our 2022 GHG emissions data for the financial year ended 30 June 2022, in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information', and the International Standard on Assurance Engagements (ISAE) 3410 'Assurance engagements on Greenhouse Gas Statements'.

A copy of PwC's report is available on our website. The numbers subject to assurance are shown by the symbol "Ⓐ" next to the figure and in the summary GHG emission table on page 57 and 58.

As we continue looking for ways to reduce our environmental footprint, in February 2022 we signed the commitment letter to the **Science Based Targets initiative (SBTi)** – a cornerstone of corporate climate action. By doing this, we have committed to set and validate net-zero targets in line with the SBTi's **Net-Zero Standard**, which will help us:

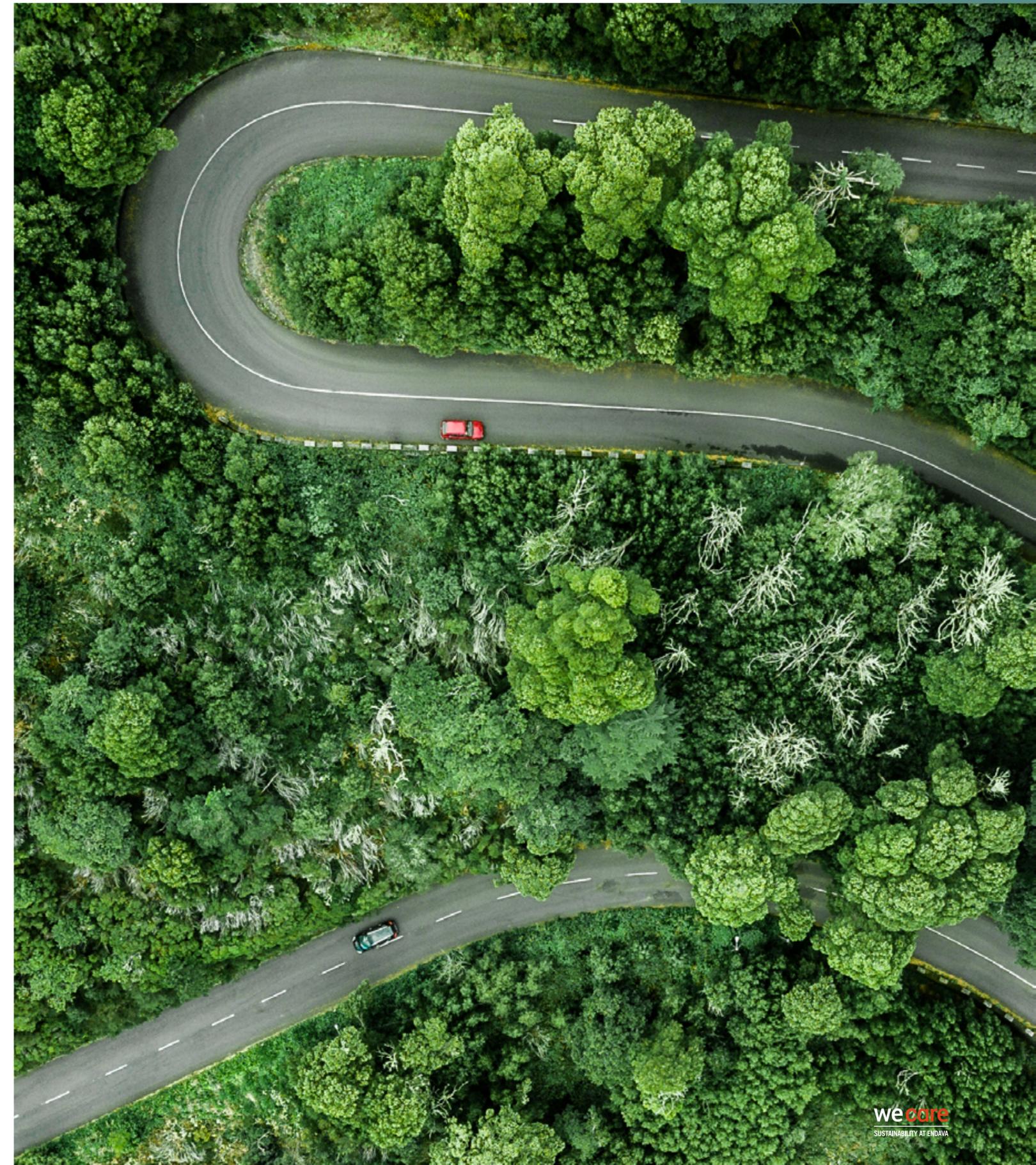
- set near-term science-based emission reduction targets in line with limiting warming to 1.5° C
- set long-term science-based targets that will contribute to reducing Endava's emissions by at least 90% by no later than 2050
- continue to engage in beyond value chain mitigation throughout the emission reduction process
- neutralise residual emissions with permanent carbon removals

CASE STUDY

First IT company member of ASR in Romania

We're excited to become a member of **Coaliția România Sustenabilă**, a programme developed by **Ambasada Sustenabilității în România (ASR)**, which is a community that aims to encourage, inspire and motivate companies to invest in sustainability. Endava is the first IT company in Romania to join this programme.

We are keen to be sharing with the business community in Romania our experience in setting and pursuing environmental aims and targets, aiming to promote SDGs in Romania across companies and sectors as well as to driving the initiative on climate action and decarbonisation in Romania.



Total GHG emissions

For specific details on how we report our GHG emissions please refer to the [Endava GHG Emissions Reporting Principles and Methodologies](#).

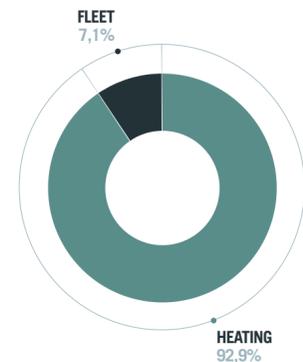
9% DIRECT (SCOPE 1) GHG EMISSIONS
INDIRECT (SCOPE 2) GHG EMISSIONS

OTHER INDIRECT (SCOPE 3) EMISSIONS **91%**



Total Global Scope 1 GHG Emissions t CO₂ e (Direct)

1,019 t CO₂ e ^(A)



2.6%

Total Global Scope 2 (market-based) GHG Emissions t CO₂ e (Indirect)

2,532 t CO₂ e ^(A)



6.4%

Emission Intensity

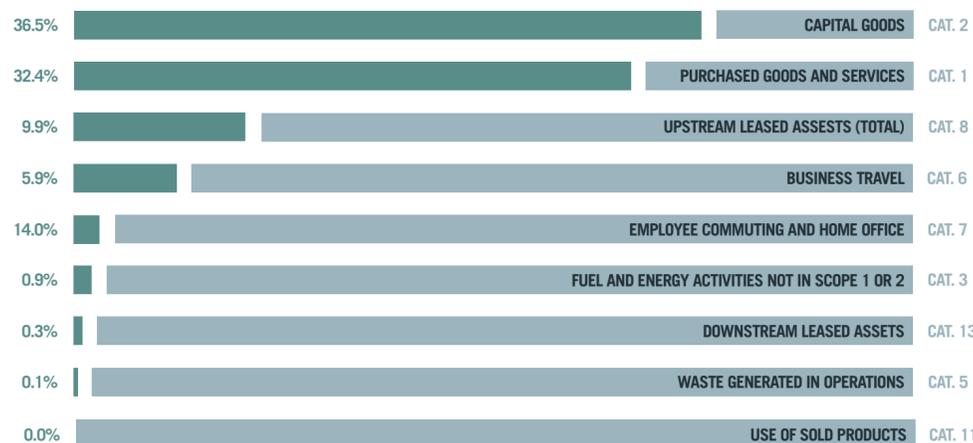
0.34 t CO₂ e
EMISSION INTENSITY (SCOPE 1+2) / ENDAVAN

5.42 t CO₂ e
EMISSION INTENSITY (SCOPE 1+2) / MILLION GBP

Other indirect (Scope 3) emissions

35,764 t CO₂ e

91% t CO₂ e



39,315 t CO₂ e
TOTAL GHG EMISSIONS

3.77 t CO₂ e
TOTAL GHG EMISSIONS / ENDAVAN

We report on our **GHG emissions** across the three scopes in line with our commitment to provide an extended analysis of our company footprint and to drive down material emissions as part of our **journey to Net Zero**.

Scope 1 and Scope 2 emissions, which make up **9% of our total carbon footprint**, are produced through our own operations either directly (use of heating systems based on fossil fuels and use of conventional cars that are part of our fleet), or indirectly (purchased electricity). In the short term, we plan to minimise these as a priority by reducing our dependence on fossil fuels and increasing the share of renewable energy in our operations.

Our analysis of our **Scope 3 emissions** shows that the main contributor to Endava's carbon footprint (over **90%**) is our supply chain. To this end, we have already begun the process of engaging with our suppliers to identify emission reduction opportunities and the partnerships that will be required to support them. Other notable sources are business travel, commuting and home office of Endavans. We will continue to encourage more mindful and environmentally-friendly alternatives for travelling and working.

CASE STUDY

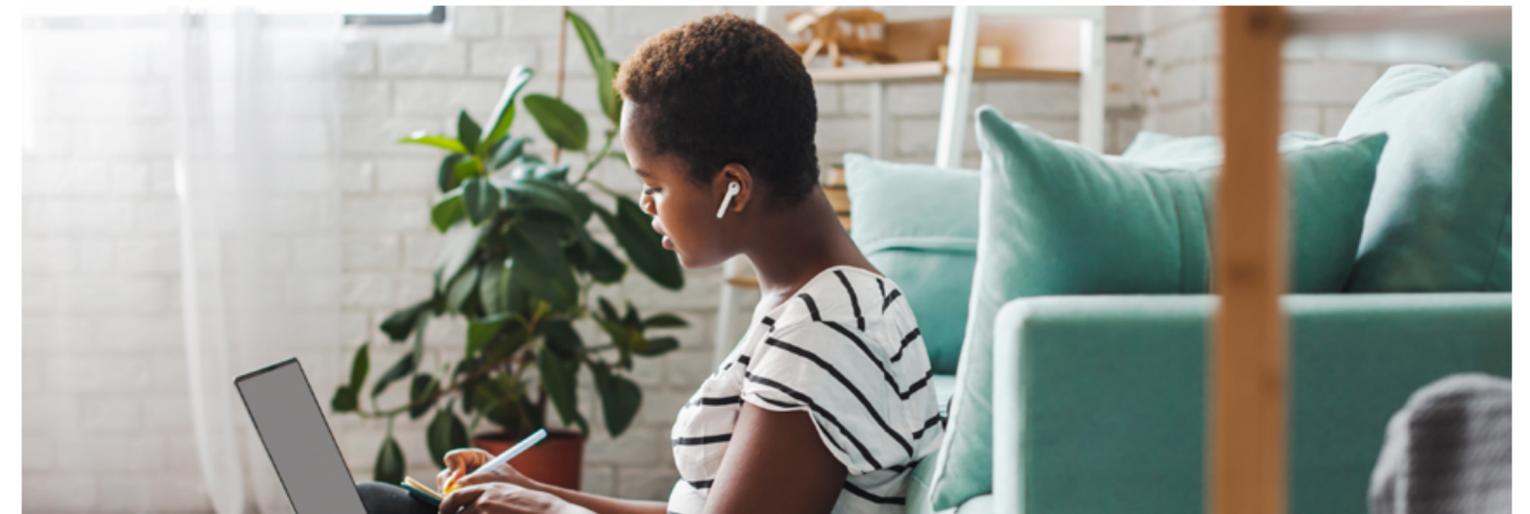
Planetly survey

In 2022, we have undertaken our first company-wide mapping exercise in an effort to estimate the carbon emissions arising from commuting and working from home. Around **20%** of Endavans* have completed the survey that looked at average WFH hours per week, average days and distance of commuting to/from the office and at the means of transportation used by our colleagues.

The data was extrapolated to cover all Endavans. Thus, in 2022, around **3,480 t CO₂e** are estimated to have been generated by all Endavans working from home, and around **1,525.6 t CO₂e** by Endavans who are commuting**.

* Percentage is based on average annual headcount number in 2022 for legal entities within the reporting scope

** The two figures amount to the figure in Scope 3. Cat.7 "Employee Commuting and Home Office" (see the summary GHG emission table on page 57)



Managing our footprint

In line with our environmental ambition, we strive to reduce our environmental footprint and to continuously improve on how efficiently we consume the resources we procure. To reduce our footprint, we work to improve the accounting and monitoring of our consumption of natural resources, while also striving to minimise consumption and pollution in their various forms: decrease the intake of energy sourced from fossil fuels and non-recyclable, polluting materials, as well as the output of pollution: GHG emissions, waste, and energy/heat loss.

We already have a range of measures in place to **preserve and protect natural resources** and promote sustainability within our workplaces including:

- Environmental sustainability checklists for new and existing office buildings.
- Energy-efficient, sensor operating lighting.
- Separate collection of recyclables, including the waste from electric and electronic equipment.
- Prioritising green-certified (LEED/BREEAM) buildings when selecting the buildings for new Endava offices.
- Increasing the share of renewable energy used in our operations.

Because the vast majority of our electricity (far in excess of 50%) is sourced from the grid, we have started to engage with our electricity suppliers to find ways to increase the share of renewables in the energy mix used in our operations globally. Data on estimated consumption of various resources at group level is available in the Appendix on page 58.

Furthermore, we assess, and reduce environmental risks and hazards on an ongoing basis, while ensuring the necessary conditions for all Endavans and business units to be proactive in maintaining and further developing the company's Environmental Policy.

Making progress on ISO 14001 certification

To pursue our environmental goals and to deliver on our environmental strategy, we have set up and are rolling out a group-wide **Environmental Management System (EMS)** in line with the **ISO 14001** standard. In FY 22 over **52%** of Endavans worked in locations covered by the company's EMS. Currently, seven out of eight Endava delivery centres with an EMS in place have received ISO certification, with the number set to increase during FY 23.

52%



of our people in Endava locations with an implemented EMS

We have also begun the process of engaging with our partners, suppliers and local communities to identify emission reduction opportunities and pathways to preventing pollution and to embed circular economy in our operations, as well as the partnerships that will be required to support them.

In line with national and international agreements to reach climate neutrality and net-zero, we expect that our partners commit to environmental impact schemes such as the **Climate Neutral Data Centre Pact**, using renewable energy to power data centers and recycling redundant equipment responsibly.

We also integrate environmental considerations into planning for **data centre needs**. Currently we do not own any data centres; we primarily use public cloud infrastructure and, where we cannot use public cloud, we rent space in third party data centres. We have contracts with two data centres both listing **100%** renewable energy for EMEA. We are also investing in high quality projects and partnerships for carbon removal and are progressing on our plans for decarbonisation of our supply chain.

"Businesses are increasingly paying closer attention to climate change and how they can drive more responsible technology. Investing in sustainable projects is expected to not only boost cost savings and drive efficiency, but also minimise environmental impacts and reduce wastage through digitalisation. At Endava, we drive sustainability through digital acceleration."



Justin Marcucci
Chief Digital Officer

CASE STUDY

Green software

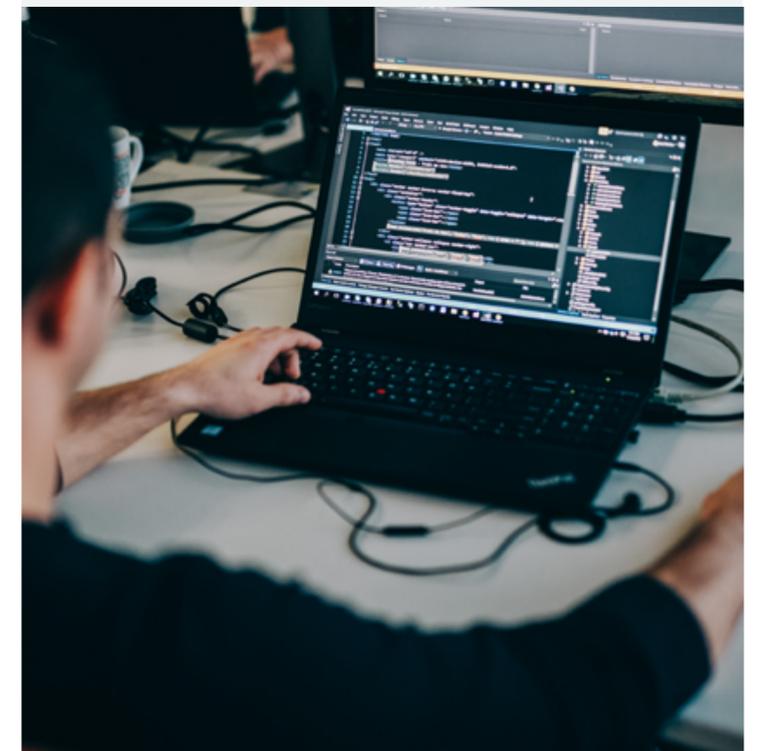
As a technology company, we are able to drive sustainability through digital acceleration and we are proud to help our clients build green solutions that enable them to run their IT operations in a way that ensures maximum energy efficiency and has minimal impact on the environment. To that end, this year has seen more Endavans coming together and setting up a Green Software Community, working towards developing, applying and incorporating green software principles in how we deliver service to our clients.

CLIENT STORY

Monitoring software carbon emissions

We have been working with a UK-based client to create a 'Green Review', a report that analyses the carbon emissions of the business regarding software. The 'Green Review' focuses on outputs from web/mobile app code, cloud storage and networks, and monitoring software to provide valuable insight into where excess energy is being used, and how to minimise such waste. Being able to recycle already written code, being more sustainably conscious when designing a website page, or ensuring there is no duplication of analytic or traffic monitoring functions can result in lower carbon emissions.

The reporting standards can also be applied to upstream and downstream activities (which can lead to a more seamless customer experience), producing a better understanding of Scope 3 emissions for the business in its entirety.



Engaging our people in environmental activity

We focus on helping our teams incorporate more responsible habits. We have established a **Green Champions Community** to nurture and lead environmental projects and initiatives, acting as ambassadors and encouraging Endavans to become more environmentally aware and engaged.

We are also increasing **environmental literacy** internally through relevant masterclasses, workshops, eco challenges, impact groups and digital resources that enable Endavans around the world to go greener.

In June 2022 we rolled out communications at group level aiming to give our Endavans a better understanding of the impact our travel habits can have on our footprint. Our internal materials focused on how by taking a **thoughtful approach to travel** and by making smart choices, we can go greener and help reduce the CO₂ emissions generated by travel.

We are using a sustainable travel booking platform supporting eco-friendly behaviours among Endavans and helping us to make conscious choices. For the selected flight and train options the users are able to view options side-by-side to compare time, cost and CO₂ impact.

CASE STUDY

Green Week & Eco Challenge

As part of our Green Week in February 2022 we shared with all Endavans, our clients, investors and the wider community more about our roadmap to Net Zero and our ambition to accelerate our journey to a net positive impact.



[Thoughts from our CEO on Environmental Impact](#)

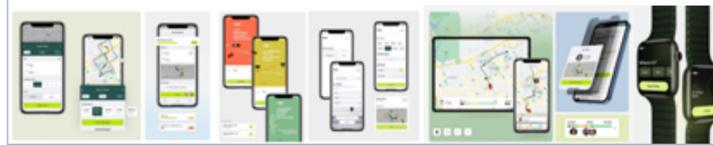


[Endava's Journey to Net Zero](#)

This journey will take time and will need all our Endavans to contribute, so through workshops and masterclasses attended by over 1,000 Endavans we opened the conversation on how we all have the power to help tackle climate change through our behaviour at work and at home. We also called out to all Endavans to join the **Endava Eco Challenge** and to share it further.

NOW! Endava Carpooling app

Following an initiative coming from the Green Community in Chisinau, **NOW!** is a concept for a carpooling app that can be made available across our worldwide Endava locations. This project won the **Gold Award** in the Concept category at the **UX Design Award** in 2022. The NOW! Endava Carpooling app offers our Endavans a smarter way to commute to work. In the Central Europe region alone, there are more than 6,000 Endavans who commute to work mostly by car. The app can connect co-workers living nearby to lessen traffic congestion during peak hours, reduce environmental footprint and offer a scalable parking solution by freeing up parking. The app also has a gamification element giving users a scoreboard with rides and points aiming to recognise champions of environmentally friendly behaviours.



CASE STUDY

CSR project of the year in Romania

We believe every one of us can make a difference when it comes to Environmental Impact, and we're keen on enhancing it through thoughtful actions. As part of our Environmental Impact pillar, we are growing our global **Endava Thank You Forest**. Our tree planting project kicked off with our initial commitment to plant 30,000 trees and we plan to keep growing the Endava Thank You Forest. The project is designed to engage our people in climate action, and it is connected to our internal recognition programme. For each e-Thank-You card our colleagues send internally to each other, we are planting a tree. Additionally, to celebrate our 10,000 people milestone, we have planted a tree for each Endavan, as a thank you for being part of our story and helping us reimagine the way technology impacts the lives of millions.

We're thrilled our Endava Thank You Forest project has been awarded **CSR Project of the Year** at ANIS Awards in 2022.

“No one today questions the fact that all trees communicate with each other through their roots. They help one another in order to survive and thrive. It is another example that in life the key is collaboration. In the same way, we joined forces to plant and grow trees and, in this way, we learn about ourselves, and we grow together with our forests. We love that you wanted to give back to the communities where you live and work, areas that will soon become forests. We are happy that you are willing to plant with us on terrains that are difficult and where no one else wants to be involved.”

PLANTING GOOD DEEDS
Marin Toma
President NGO



Appendix

Forward-looking statements

The statements in this report relating to Endava plc's ability to make the right decisions for its people, investors, customers, suppliers and broader communities; ability to concentrate community and fundraising activities to have impact; potential to attain future environmental sustainability, employee wellbeing and employee recruiting related goals; ability to respond to megatrends; ability to maintain high ethical standards among employees and partners; ability to protect Endava's IT infrastructure, systems and equipment; expectations regarding automating processes, implementing certain initiatives and hiring plans and for working conditions following the COVID-19 pandemic; and ability to serve its customers and other stakeholders are forward-looking statements that involve risks and uncertainties.

Actual results and the timing of events could differ materially from those anticipated in the forward-looking statements as a result of the risks and uncertainties discussed under the caption "Risk Factors" in Endava's Annual Report on Form 20-F filed with the Securities and Exchange Commission (SEC) on 31 October 2022, and in Endava's future filings with the SEC. All forward-looking statements in this publication are based on information available to Endava as of the date of publication, and Endava undertakes no obligation to update or revise any forward-looking statements contained herein.

Appendix 1 - UN SDG Index 2022

SDG	Target	Endava contribution
	1.a Ensure significant mobilisation of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	Social Impact > Our impact stories > P25-28
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all	Our People > Supporting our people's wellbeing > P21-22 Social Impact > Our impact stories > Health > P27
	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development 4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States	Our People > How we develop and grow our people > P14-15 Our People > Our diversity makes us stronger > P16 Our People > Diversity, Inclusion & Belonging Forum > P18 Our People > Case Study > Inclusion Month > P19 Our People > Case Study > Endava Signs > P19 Our People > Women in Tech > P20 Social Impact > Our impact stories > Education > P26-27, 28

SDG	Target	Endava contribution
	5.1 End all forms of discrimination against all women and girls everywhere 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Our People > Our diversity makes us stronger > P16 Our People > Endava is all of us > P17 Our People > Diversity, Inclusion & Belonging Forum > P18 Our People > Case Study > Inclusion Month > P19 Our People > Women in Tech > P20 Social Impact > Our Impact Stories > Education > P26-27
	6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	Social Impact > Stronger together for Ukraine > P25
	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix 7.3 By 2030, double the global rate of improvement in energy efficiency 7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support	Innovation & Data Integrity > Tech for good > Success Story > Electric mobility on demand > P41 Innovation & Data Integrity > Tech for good > Success Story > An app for all EV drivers > P41 Environmental Impact > Journey to Net Zero > P48-50
	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment 8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	Our People > How we develop and grow our people > P14-15 Our People > Our diversity makes us stronger > P16 Our People > Endava is all of us > P17 Our People > Diversity, Inclusion & Belonging Forum > P18 Our People > Case Study > Inclusion Month > P19 Our People > Case Study > Endava Signs > P19 Our People > Women in Tech > P20 Social Impact > Our impact stories > Education > P26-27,28 Operating Responsibly > Adhering to best practices in labour relations > P33 Operating Responsibly > Driving sustainable procurement > P35 Innovation & Data Integrity > Enabling innovation > P38 Innovation & Data Integrity > Case Study > Innovation Community > P39 Innovation & Data Integrity > Case Study > XPLORE Programme > P39 Innovation & Data Integrity > Tech for good > Success Story > Accessibility in the digital economy > P42 Innovation & Data Integrity > Tech for good > Success Story > Building products to increase equity in financial services > P42

Appendix 1 - UN SDG Index 2022

SDG	Target	Endava contribution
	<p>9.2 Promote inclusive and sustainable industrialisation and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p>	<p>Our People > How we see the future of work > P13 Social Impact > Our impact stories > Education > P26-27, 28 Innovation & Data Integrity > Tech for good > The metaverse > P40 Innovation & Data Integrity > Tech for good > Success Story > Electric mobility on demand > P41 Innovation & Data Integrity > Tech for good > Success Story > An app for all EV drivers > P41 Environmental Impact > Case Study > First IT company member of ASR in Romania > P48 Environmental impact > Case Study > Green Software > P50 Environmental impact > Case Study > NOW! Endava Carpooling App > P51</p>
	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p> <p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p>	<p>Our People > How we see the future of work > P13 Our People > Our diversity makes us stronger > P16 Our People > Diversity, Inclusion & Belonging Forum > P18 Our People > Case Study > Inclusion Month > P19 Our People > Case Study > Endava Signs > P19 Social Impact > Our impact stories > Health. Humanitarian Aid > P25 Social Impact > Our impact stories > Education > P26-27, 28 Operating Responsibly > Responsible and ethical business practice > P31 Operating Responsibly > Adhering to best practices in labour relations > P33</p>
	<p>11.3 By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>	<p>Innovation & Data Integrity > Tech for good > Success Story > Electric mobility on demand > P41 Innovation & Data Integrity > Tech for good > Success Story > An app for all EV drivers > P41</p>
	<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p>	<p>Our People > Supporting our people's wellbeing > P21-22 Operating Responsibly > Driving sustainable procurement > P35 Environmental Impact > Journey to Net 0 > P48-50 Environmental Impact > Case Study > Planetly survey > P49 Environmental Impact > Case Study > First IT company member of ASR in Romania > P48 Environmental Impact > Engaging our people in environmental activity > P51 Environmental Impact > Case Study > Green Week & Eco Challenge > P51</p>

SDG	Target	Endava contribution
	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>Environmental Impact > Highlights from 2022 > P47 Environmental Impact > Journey to Net Zero > P48-50 Environmental Impact > Case Study > First IT company member of ASR in Romania > P48 Environmental Impact > Case Study > Monitoring software carbon emissions > P50 Environmental Impact > Engaging our people in environmental activity > P51 Environmental Impact > Case Study > Green Week & Eco Challenge > P51</p>
	<p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p>	<p>Social Impact > Our impact stories > Environment > P28 Environmental Impact > Case Study > CSR project of the year in Romania > P51</p>
	<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>16.b Promote and enforce non-discriminatory laws and policies for sustainable development</p>	<p>Introduction > Governance and oversight > P8 Our People > Our diversity makes us stronger > P16 Our People > Endava is all of us > P17 Our People > Diversity, Inclusion & Belonging Forum > P18 Our People > Engagement > P22 Operating Responsibly > Highlights from 2022 > P30 Operating Responsibly > Responsible and ethical business practice > P31 Operating Responsibly > Corporate Governance > P32 Innovation & Data Integrity > Data Integrity Programme > P43-44 Innovation & Data Integrity > Business Continuity > P45 Environmental Impact > Case Study > First IT company member of ASR in Romania > P48</p>
	<p>17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>	<p>Social Impact > Highlights from 2022 > P24 Social Impact > Our impact stories > Health. Humanitarian Aid > P25 Social Impact > Our impact stories > Education > P26-27, 28 Innovation & Data Integrity > Case Study > XPLORE Programme > P39 Innovation & Data Integrity > Tech for good > The metaverse > P40 Environmental Impact > Journey to Net Zero > Making progress on ISO 14001 certification > P50 Environmental Impact > Case Study > Green Software > P50 Environmental Impact > Case Study > First IT company member of ASR in Romania > P48 Environmental Impact > Case Study > NOW! Endava Carpooling App > P51 Environmental Impact > Case Study > Green Week & Eco Challenge > P51</p>

Appendix 2 - SASB Index 2022: Software and IT Services Standard 2018

Topic	Accounting Metric	Category	Unit of Measure	Code	Data
ENVIRONMENTAL FOOTPRINT OF HARDWARE INFRASTRUCTURE	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	(1) Environmental Impact > Appendix > P57 (2) Environmental Impact > Managing our footprint > P50 (3) Data not currently disclosed at Group level
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	TC-SI-130a.2	(1) Data not currently disclosed at Group level (2) Environmental Impact > Appendix > P58
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	N/A	TC-SI-130a.3	Environmental Impact > Making progress on ISO 14001 certification > P50
DATA PRIVACY & FREEDOM OF EXPRESSION	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	N/A	TC-SI-220a.1	Innovation & Data Integrity > Data Integrity Programme > P43
	Number of users whose information is used for secondary purposes	Quantitative	Number	TC-SI-220a.2	Innovation & Data Integrity > Data Integrity Programme > P43
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Quantitative	Reporting currency	TC-SI-220a.3	Innovation & Data Integrity > Data Integrity Programme > P43
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-SI-220a.4	(1) Innovation & Data Integrity > Data Integrity Programme > P43 (2) Innovation & Data Integrity > Data Integrity Programme > P43 (3) Innovation & Data Integrity > Data Integrity Programme > P43
	List of countries where core products or services are subject to government- required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	N/A	TC-SI-220a.5	Innovation & Data Integrity > Data Integrity Programme > P43
DATA SECURITY	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Quantitative	Number, Percentage (%)	TC-SI-230a.1	Innovation & Data Integrity > Data Integrity Programme > P43
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	N/A	TC-SI-230a.2	Innovation & Data Integrity > Data Integrity Programme > P43 Innovation & Data Integrity > Cyber Security > P44 Innovation & Data Integrity > Employing best practice standards > P44
RECRUITING & MANAGING A GLOBAL, DIVERSE & SKILLED WORKFORCE	Percentage of employees that are (1) foreign nationals and (2) located offshore	Quantitative	Percentage (%)	TC-SI-330a.1	(1) Operating Responsibly > Adhering to best practices in labour relations > P33 (2) Operating Responsibly > Adhering to best practices in labour relations > P33
	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	Data not currently disclosed at Group level
	Percentage of gender and racial/ ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Quantitative	Percentage (%)	TC-SI-330a.3	(1) Our People > Endava is all of us > P17 (2) Our People > Endava is all of us > P17 (2) Our People > Endava is all of us > P17 Racial/ethnic group representation data is not disclosed at Group level. US racial/Ethnic distribution is disclosed in Our People > Endava is all of us > P17 Distribution by Nationality is disclosed in Our People > Endava is all of us > P17
INTELLECTUAL PROPERTY PROTECTION & COMPETITIVE BEHAVIOR	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	Reporting currency	TC-SI-520a.1	(1) Operating Responsibly > Responsible and ethical business practice > P31

Appendix 2 - SASB Index 2022: Software and IT Services Standard 2018

Topic	Accounting Metric	Category	Unit of Measure	Code	Data
MANAGING SYSTEMIC RISKS FROM TECHNOLOGY DISRUPTIONS	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Quantitative	Number, Days	TC-SI-550a.1	(1) Innovation & Data Integrity > Business Continuity > P45 (2) Innovation & Data Integrity > Business Continuity > P45 (3) Innovation & Data Integrity > Business Continuity > P45
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	N/A	TC-SI-550a.2	Innovation & Data Integrity > Business Continuity > P45

Topic	Category	Unit of Measure	Code	Data
(1) NUMBER OF LICENSES OR SUBSCRIPTIONS, (2) PERCENTAGE CLOUD-BASED	Quantitative	Number, Percentage (%)	TC-SI-000.A	(1) Innovation & Data Integrity > Business Continuity > P45 (2) Innovation & Data Integrity > Business Continuity > P45
(1) DATA PROCESSING CAPACITY, (2) PERCENTAGE OUTSOURCED	Quantitative	Million Service Units (MSUs) or other, Percentage (%)	TC-SI-000.B	Data not currently disclosed at Group level
(1) AMOUNT OF DATA STORAGE, (2) PERCENTAGE OUTSOURCED	Quantitative	Petabytes, Percentage (%)	TC-SI-000.C	Data not currently disclosed at Group level

Appendix 3.1 - Greenhouse Gas (GHG) Emissions Data - Global Operations

Global GHG emissions (tonnes of CO ₂ equivalent)	Global Operations (t CO ₂ e)	
	FY 2022	FY 2021*
Total CO₂e Emissions (market-based)	39,315	N/A
Total CO ₂ e Emissions (location-based)	39,102	N/A
Emissions from Own Operations (Scope 1 and 2, market-based)	3,551	1,820
Emissions from Own Operations (Scope 1 and 2, location-based)	3,338	1,847
Total Global Scope 1 GHG Emissions t CO₂ e**	1,019 (A)	842
Heating	947	842
Fleet	72	N/A
Scope 2		
Total Global Scope 2 (market-based) GHG Emissions t CO ₂ e**	2,532 (A)	978
Total Global Scope 2 (location-based) GHG Emissions t CO ₂ e**	2,319 (A)	1,005
Total Global Scope 3 GHG Emissions t CO₂ e	35,764 ***	N/A
Cat. 1. Purchased Goods and Services	11,577	N/A
Cat. 2. Capital Goods	13,062	N/A
Cat. 3. Fuel and Energy Activities not in Scope 1 or 2	324	N/A
Cat. 5. Waste Generated in Operations	29	N/A
Cat. 6. Business Travel	2,110	N/A
Cat. 7. Employee Commuting and Home Office	5,006	N/A
Cat. 8. Upstream Leased Buildings (not under operational control)**	63 (A)	N/A
Cat. 8. Upstream Leased Assets (other)	3,486	N/A
Cat. 11. Use of Sold Products	0	N/A
Cat. 13. Downstream Leased Assets	107	N/A

* In FY 2021 balances have been partially restated. However, due to limited data availability for several emission categories and locations in FY 2021, any comparisons of FY 2022 with FY 2021 figures cannot be accurately made. For example, FY 2021 figures do not include emissions from entities acquired in that financial year. They also do not include emissions from categories such as fleet or Scope 3 categories. As we improve on our GHG emission accounting and reporting, more accurate year-on-year data comparability will be possible.

** PricewaterhouseCoopers LLP ("PwC") carried out a limited assurance engagement on selected Global GHG emissions data for the year ending 30 June 2022 in accordance with International Standard on Assurance Engagements 3000 (revised) and 3410, issued by the International Auditing and Assurance Standards Board. A copy of PwC's report and our methodology are available via our website. The figures that have been covered by this assurance process are indicated in the table above by the following symbol: (A).

*** Scope 3 emissions were estimated using spend-based data for said categories of spend, using travel data for business travel, using employee survey results for commuting and home office, and website usage data for use of sold products. Specific emission factors from EXIOBASE v.3 dataset were then applied to each category to estimate Scope 3 emissions. Due to limited data availability, Scope 3 emissions for 2022 do not include emissions from external servers, from purchased goods and services and personal expenses that were paid for using virtual cards.

GHG emission and energy intensity ratios for global operations	Global Operations	
	FY 2022	FY 2021*
Intensity ratio (t CO ₂ e / £m revenue)**	5.42	4.08
Intensity ratio (t CO ₂ e per employee)**	0.34	0.24
Intensity ratio (t CO ₂ e per sqm)**	0.04	0.03
Intensity ratio based on emissions from Scope 1, 2 market-based, and 3 (t CO ₂ e per employee)	3.77	N/A
Total energy consumption (MWh)***	9,987	6,408
Energy consumption intensity (MWh / £m revenue)	15.25	14.36
Energy consumption intensity (MWh per employee)	0.96	0.83
Energy consumption intensity (MWh per sqm)	0.10	0.09

* FY 2021 balances have been partially restated. However, due to limited data availability for several emission categories, any comparisons of FY 2022 with FY 2021 figures cannot be accurately made.

** Intensity figures calculated based on GHG emissions from own operations (Scope 1 and 2, market-based).

*** Includes energy consumed as electricity and heating.

Appendix 3.2 - Greenhouse Gas (GHG) Emissions Data - UK Operations

GHG emissions from UK operations (tonnes of CO ₂ equivalent)	UK Only (t CO ₂ e)	
	FY 2022	FY 2021*
Total CO₂ e Emissions (market-based)	4,455	N/A
Total CO ₂ e Emissions (location-based)	4,445	N/A
Emissions from Own Operations (Scope 1 and 2, market-based)	44	38
Emissions from Own Operations (Scope 1 and 2, location-based)	34	31
Total UK Scope 1 GHG Emissions tCO₂ e	21	22
Heating	21	22
Fleet	0	N/A
Scope 2		
Total UK Scope 2 (market-based) GHG Emissions t CO ₂ e	23	16
Total UK Scope 2 (location-based) GHG Emissions t CO ₂ e	13	9
Total UK Scope 3 GHG Emissions t CO₂ e	4,411	
Cat. 1. Purchased Goods and Services	2,795	N/A
Cat. 2. Capital Goods	490	N/A
Cat. 3. Fuel and Energy Activities not in Scope 1 or 2	1	N/A
Cat. 5. Waste Generated in Operations	1	N/A
Cat. 6. Business Travel	832	N/A
Cat. 7. Employee Commuting and Home Office	149	N/A
Cat. 8. Upstream Leased Buildings (not under operational control)	0	N/A
Cat. 8. Upstream Leased Assets (other)	143	N/A
Cat. 11. Use of Sold Products	0	N/A
Cat. 13. Downstream Leased Assets	0	N/A

* FY 2021 balances have been partially restated. However, due to limited data availability for several emission categories, any comparisons of FY 2022 with FY 2021 figures cannot be accurately made.

GHG emission and energy intensity ratios for UK operations	UK Only	
	FY 2022	FY 2021*
Intensity ratio (t CO ₂ e per employee)**	0.13	0.15
Intensity ratio (t CO ₂ e per sqm)**	0.02	0.03
Total energy consumption (MWh)***	166	154
Energy consumption intensity (MWh per employee)	0.50	0.62
Energy consumption intensity (MWh per sqm)	0.09	0.12

* FY 2021 balances have been partially restated. However, due to limited data availability for several emission categories, any comparisons of FY 2022 with FY 2021 figures cannot be accurately made.

** Intensity figures calculated based on GHG emissions from own operations (Scope 1 and 2, market-based).

*** Includes energy consumed as electricity and heating.

Appendix 3.3 - Other environmental data

Consumption of various resources at group level	
Total electricity consumed*	5,273 MWh
Total water consumed*	19 thousand m3
Total waste generated*	825 t

*estimated figures

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