



**WINNING  
TOGETHER  
FOR OUR PEOPLE  
AND OUR PLANET**

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# ENABLING SUCCESS BY BUILDING LONG-TERM TRUST

## Centred around our customers

### Who we are

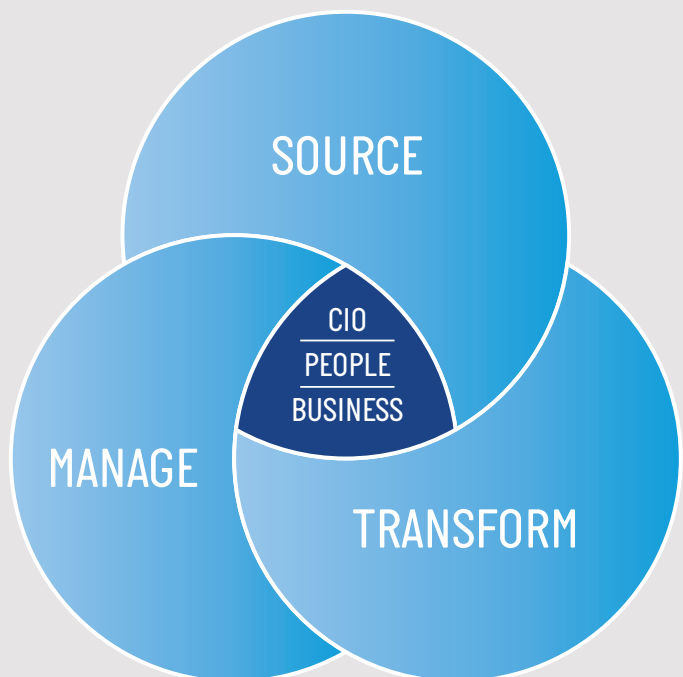
Computacenter is a leading independent technology partner, trusted by large corporate and public sector organisations.

### What we do

We help our customers to Source, Transform and Manage their technology infrastructure, to deliver digital transformation, enabling people and their business.

### Our ambition

- Strongly recommended by customers for the way we help them achieve their goals.
- The preferred route to market for our technology partners.
- People want to join and stay with us, be proud of our reputation, as we learn, earn and have fun.
- Trusted as an agile and innovative provider of digital technology around the world.



# WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET



Our Purpose is Enabling Success by building long-term trust with our customers, our partners, our people and our communities. To achieve this, we have been actively committed for many years to a leading environmental, social and governance (ESG) approach, which we recognise is essential to ensuring the long-term future of our Company, our people and our planet. We are now bringing together our various ESG activities into a single sustainability strategy.

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

**Mo Siddiqi**  
Group Development Director



WE AIM TO BE  
**CARBON NEUTRAL**  
 FOR SCOPES 1 AND 2 EMISSIONS  
 IN 2022



Group emissions performance over time (metric tonnes)

Total Scopes 1 and 2 emissions

2021	5,210
2020	13,856
2019	19,808
2018	19,741
2017	22,662

Per £1 million of revenue

2021	0.78
2020	2.55
2019	3.91
2018	4.53
2017	6.20

Per employee

2021	0.30
2020	0.84
2019	1.23
2018	1.30
2017	1.54

**74%**

reduction in carbon emissions per employee since 2019

**1.8m kWh**

of electricity generated by Hatfield solar farm

**73%**

of Group electricity usage is now from green energy sources

**3,200**

new people hired

**50,000**

candidate applications received

**82%**

Sustainable engagement in employee survey

**TOP EMPLOYER INSTITUTE CERTIFICATION**

in the United Kingdom and Germany

**128,000**

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

**455,000**

assets (main and peripheral) redeployed to customers saving them £50 million

**600**

tonnes of reusable raw materials generated through industrial recycling

This strategy, 'Winning Together for our people and our planet', is underpinned by Our Values and Our Purpose and is a fundamental part of how we work day-to-day. We focus on the areas that are most important to us and our stakeholders, and where we can make the biggest difference.

The strategy is based on three pillars (people, planet and solutions) and underpinned by communications, governance, and standards and frameworks. Each area is owned by the appropriate member of the Group Executive, to ensure alignment and accountability across the organisation and to engage and empower our people to achieve our sustainability objectives.

## SUSTAINABILITY STRATEGY FRAMEWORK

# WINNING TOGETHER FOR OUR PEOPLE AND OUR PLANET

## PEOPLE

**Supporting people and communities**  
Delivering positive social impact, with a focus on our people.

**Exec owner:** Sarah Long

## PLANET

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

**Exec owner:** Tony Conophy

## SOLUTIONS

**Offering sustainable customer solutions**  
Helping our customers with their sustainability goals through our service offerings with a focus on Circular Services.

**Exec owner:** Mo Siddiqi

## COMMUNICATION

Communication across all stakeholder groups and channels.

**Exec owner:** Mo Siddiqi

## GOVERNANCE

Underpinning accountability, investment plan, compliance and reporting.

**Exec owners:** Tony Conophy and Mike Norris

## STANDARDS AND FRAMEWORKS



United Nations  
Global Compact

ecovadis

TCFD

TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SUSTAINABLE  
DEVELOPMENT  
GOALS

## STANDARDS AND FRAMEWORKS

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



### Task Force on Climate-related Financial Disclosures

This is now a mandatory reporting requirement and is covered in detail on page 27 of this report.



### Science Based Targets Initiative

Computacenter has committed to this standard for carbon reduction plans aligned to the Paris agreement. We will make an SBTi submission in 2022 and the feedback will support our carbon reduction roadmap for the next few years. We expect to be Carbon Neutral for Scopes 1 and 2 in 2022. We have a Net Zero [Scopes 1, 2 and 3] target by 2040, but we will aim to achieve this earlier, as the measurement standards for Scope 3 emissions and our corresponding roadmap become clearer.



### EcoVadis

EcoVadis is an overall sustainability framework selected by some of our customers, which we have also chosen to use as a key benchmark.

We have achieved Silver and Gold EcoVadis ratings in different countries and expect to progress further over the next two years.



### UN Global Compact

Computacenter has been a proud signatory of the UNGC since 2007 and we are committed to supporting the 10 core principles of the UNGC, including embedding them within our supply chain.

Principles 1-6 cover human rights and labour. We support these through our people-related policies within the 'people' section on page 06 of this report.

Principles 7-9 cover the environment and we discuss this in detail in the 'planet' section on page 14 of this report.

Principle 10 covers anti-corruption and our zero-tolerance approach to bribery and corruption is discussed on page 11 of this report.



### UN Sustainable Development Goals

We are focused on where we can take meaningful action aligned to nine of the UN Sustainable Development Goals.



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

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



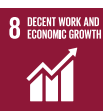
#### Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

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



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

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



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

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



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

We will be responsible as a business to make a positive impact in our industry and wider communities.



#### Reduce inequality within and among countries

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



#### Ensure sustainable consumption and production patterns

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



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

We will continue to take action to reduce our climate impacts both direct and indirect, aligned to science based targets.



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

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

## Our Purpose – Enabling Success

Our Purpose is Enabling Success by building long-term trust with our customers, our partners, our people and our communities. If we do this, we will earn the trust and loyalty of our shareholders.

### WE'RE PROUD OF WHAT WE'VE ACHIEVED

- Together, we've created a can-do culture where people matter and are encouraged to thrive.
- Our business has grown in capability, reach and reputation.
- We've built powerful partnerships with the world's leading technology partners.
- We deliver digital technology to some of the world's greatest organisations.



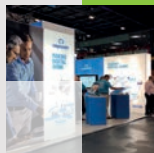
### BUT WE COULD BE EVEN BETTER

- We have many opportunities to better enable our people and improve our business.
- As we grow, we need to remain agile and relevant to our customers.
- We must never forget what makes us different and why customers rely on us.



### WE CAN HELP OUR CUSTOMERS DELIVER FASTER

- Our customers can be confident in our skills and solutions.
- They can trust our independence and experience.
- Our partners can rely on our reach and scale.
- This means we can help customers make wise choices in a complex and changing world.



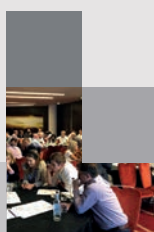
### BY ACTING WITH PACE AND CONFIDENCE

- We are giving our teams the freedom to make responsible decisions that meet customer needs faster.
- Investing to make our services more innovative and competitive.
- Building on the capabilities of our people, supported by better systems and processes.
- Focusing on delivering digital technology at scale, where we can play to our strengths.



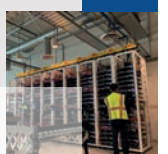
### AND TOGETHER, BECOMING THE BEST

- We'll understand what our customers need so we remain fundamental to their success.
- We'll work hard to keep our promises and always be honest and straightforward.
- We'll build more collaborative relationships and continue to treat people as we expect to be treated.
- We'll act for the long term and always strive to improve what we do.



### WE'LL BE THE TRUSTED ENABLERS OF SUCCESS

- Our customers will strongly recommend us for the way we help them achieve their goals.
- We'll be the preferred route to market for technology partners.
- People will want to join and stay with us, and be proud of our reputation, as we learn, earn and have fun.
- We'll be a trusted, agile and innovative provider of digital technology around the world.



# PEOPLE

## Supporting people and communities

Our people are key to our success and the first pillar of our approach to sustainability. Our social value strategy primarily focuses on supporting our people, ensuring effective leadership, promoting our values and rewarding and recognising performance. We also promote initiatives that support our communities, both inside and outside our business.

### PEOPLE VISION

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

The desire to deliver great outcomes for our customers drives our people and underpins our people vision and culture. We aspire to recruit and retain the best talent. We then help our people to be their best through development and training, fostering engagement and inspiring leadership. Each of these aspects is discussed below.

Our culture is underpinned by our values and directly supports Our Purpose, which enables our people to understand how we deliver successfully for our customers and the business and the role they play in doing so.

### Attracting talent

Our Future Talent programme develops the next generation of professionals through an innovative, focused and flexible approach to apprenticeships and graduates. In 2021, we increased our intake to this programme with 403 hires, of which 31 per cent were women.

We continued to recruit significantly in 2021, with more than 3,200 new hires, an increase of approximately 50 per cent from 2020. Recruitment has been significant in Germany and India in particular, with the United Kingdom, South Africa and North America also increasing headcount. We also started

business operations in Romania as a near-shore Professional Services hub and have built a team of over 80 people, with a focus on software development.

In an increasingly competitive talent market, we have invested in our in-house sourcing capacity, employer branding and marketing, and run several campaigns, enabling us to increase applications by around 50 per cent in the fourth quarter of 2021. In total we received over 50,000 candidate applications. Our blended learning training for professional interviewing helps us to secure talent and ensure we have robust and fair hiring processes and decision-making, which in turn promotes diversity. This is supported by a Group-wide AI-based language testing solution.

We use premium analytical tools to support our workforce planning and talent acquisition strategy, allowing us to significantly accelerate recruitment and improve the candidate experience. We also rolled out our Group applicant tracking system to the United States, with India, South Africa, Romania and the Netherlands to follow. Due to the pandemic, fewer apprentices were able to work on customer sites during 2021. We therefore increased e-learning, contributing to an exceptional exam pass rate of 98 per cent.



Our Group headquarters – Hatfield, United Kingdom

**3,200**  
new people hired

**50,000**  
candidate applications received

**82%**  
Sustainable engagement in employee survey

**TOP EMPLOYER INSTITUTE CERTIFICATION**  
in the United Kingdom and Germany



**A highlight from our recent employee survey was that people felt 'able to be themselves' at Computacenter, reflecting the work done on diversity and inclusion by teams across the Company.**

**Sarah Long**  
Chief People Officer

To attract diverse talent, we continue to run outreach programmes with schools, universities and charities. Examples include promoting awareness of women in tech, attracting black and minority ethnic talent and people with disabilities, and programmes targeting young people from disadvantaged backgrounds.

We have continued to receive external recognition as an employer, including Top Employer Institute certification in the United Kingdom and Germany. We have also been ranked among the top five per cent of companies on Kununu, a German employer rating platform.

#### **Talent management and learning**

Computacenter's positive and customer-focused culture contributes to an average length of service of over nine years, with many people returning after taking roles elsewhere or having career breaks.

Future Focus, our continuous performance management tool, continued its global rollout in 2021. The process enables continuous dialogue and feedback, especially when working remotely, and specifically addresses personal wellbeing under stress during the

pandemic. We have published education and communication material for managers and our people, to help them make the most of the system.

In 2021, we designed an approach to develop and retain talent, aligned with Future Focus. This allows employees to drive their own development plans, with the support of their managers. We also conducted a global rollout of several e-learning platforms and initiated a project to find a Group-wide learning partner to act as a strategic adviser for content and partner management.

#### **Our Winning Together Values**

Our Company values are at the core of what we do and bind us across our global community. They are the values on which we built this Company and they are the values on which we will continue to grow Computacenter. Our values are integral to shaping our culture and building a common sense of purpose, and they are critical to our ability to scale. We continue to monitor and reinforce our values, while respecting and embracing local cultures and ways of working.

## **OUR WINNING TOGETHER VALUES**

**These are the values on which we built this Company and they are the values on which we will continue to grow Computacenter.**

### **WE WIN BY**

#### **Putting customers first**

We work hard to get to know our customers and really understand their needs. This lets us use our experience to help them in the right way at the right time.

#### **Being straightforward**

We're practical and pragmatic. We believe in solutions over talk. We express ourselves in the clearest possible way. And we're open and honest in all of our dealings.

#### **Keeping promises**

We do our very best to keep our promises. And when that's difficult, we help our customers find other ways of solving their problems.



### **WE DO IT TOGETHER BY**

#### **Understanding people matter**

We're committed to being diverse and inclusive. We build strong, rewarding, supportive relationships. And we treat people as we expect them to treat us.

#### **Considering the long term**

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

#### **Inspiring success**

We're proud of the people we work with. We do our best to support each other through the downs and we always celebrate the ups.

## Fostering engagement

We know that engagement is key to our success and that a highly engaged workforce helps us deliver better outcomes for our customers. We have a number of different forums for engaging with our people. These include our People Panel, surveys, unions and our employee assistance programmes. We also have Works Councils in several European countries, as well as an overall European Works Council. These meet regularly with the Group Executive team and other senior managers.

Ros Rivaz is our nominated Non-Executive Director aligned to our people. She engages with groups such as our European Works Councils and our UK National Forum and attends People Panel and Employee Impact Group sessions. This allows her to gain direct insight from our people and share it with the Board, ensuring that their input is taken into account. These interactions are highly appreciated by the employee groups and feedback regarding Ros's engagement is unanimously positive.

The pandemic has required us to remain connected with our people in different ways, recognising the pressures they face at home and at work. We communicate regularly on any changes to working practices, following government guidance, while also implementing our hybrid-working principles. These balance the need to be together for collaboration, learning, development and engagement, while enabling home and remote working, and recognising our peoples' preferences. This process is supported by local 'spotlight' surveys, which we run to collect feedback from groups of our people.

During November 2021, we ran a comprehensive global employee survey, which reviewed all aspects of how our people feel about working at Computacenter. We were pleased with the results, gaining a score of 82 per cent for sustainable engagement. Sustainable Engagement includes traditional engagement (connection to the Company) as well as enablement (support for productivity) and energy (overall wellbeing).

The positives we took from the survey are that our people:

- feel well supported and respected by their managers;
- trust the decisions made by our leadership and management teams;
- feel they have good opportunities for personal growth and development;
- feel 'able to be themselves' at Computacenter, reflecting our work on diversity and inclusion and the surveys we run to listen to employee opinion; and
- feel positive about being part of Computacenter and have high expectations

of an ongoing career, recognising Computacenter as a good employer.

At a Group level, areas for improvement are:

- creating a clear understanding of strategy at the team and individual level;
- better communication and management of change;
- better communication and promotion of our environmental responsibilities and actions; and
- ensuring systems and processes are geared to providing excellent customer service.

The detailed results of the employee survey down to team level have been shared with all team managers across the Group. They are being supported by the Human Resources (HR) team to develop action plans for their specific areas, based on the feedback from their teams.

At a Group level, we will launch a plan to address the main areas for improvement which will include:

- improved cascade messaging on strategy, ensuring we help all teams understand the value they add;
- launch of the new sustainability strategy with regular updates, supported by a communication programme for individual areas throughout the year; and
- communication of an IT systems development and update roadmap for the next few years, which we have already started.

## Developing leaders

We expect leaders to be role models and to drive responsible business for the long term. Our values underpin our leadership principles of collaboration, being inclusive, having an open mindset, innovation and leading as a coach. These attributes are used when recruiting future leaders and in our development programmes. In 2021, we continued to develop our 'Culture at CC' workshops, to reflect on our leadership principles, discuss what it means to be a leader and communicate the support available to leaders to help achieve their goals.

Almost 500 leaders completed development courses during 2021. We also enhanced our Leadership Suite, launching Leadership Basics for aspiring leaders and the New Leaders Roadmap, which includes Mastering Personal Leadership training. Purposeful Leader, our flagship senior programme, rolled out globally and our Experienced Leader roadmap was finalised for delivery in 2022.

In addition, we piloted a Leadership Excellence course, to help leaders assess their strengths and development needs with their teams. Other pilot programmes for both leaders and

employees have been designed to help manage, implement and communicate change.

We ran cultural awareness training to ensure our people have the right knowledge and skills to work effectively and collaboratively across cultures. Exploring 'How We Work' also equips leaders to manage employees across different countries, including legislative elements and best practice.

During 2021, we ran our enhanced succession planning process and completed plans for all executives, leaders and critical roles. The programme will continue in 2022.

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

One of the most important factors in Computacenter's growth is ensuring that all our people are valued and supported to reach their full potential. We are therefore committed to improving workforce diversity and preventing discrimination on grounds of age, race, religion and nationality, and we have policies to support this. The Group has a dedicated D&I manager, who works closely with our HR managers and business partners to embed D&I into our people plans.

To focus our D&I work we target six pillars, which were developed by our people. These pillars are: gender, culture, age, accessibility and wellbeing, LGBTQ+, and life balance. Key themes that run alongside the six pillars are recruitment and retention, and organisational culture.

Our key objectives this year include improving our gender balance and promoting ethnic diversity and inclusion, and we made significant progress in 2021. We launched new development programmes, including our 'Leading Together' programme for our most senior women, to focus on their development and how they can inspire future female leaders. Our 'Ethnic Diversity Development' Programme resulted in a new pilot in the United Kingdom to develop and advance our people from ethnic minority backgrounds. We also completed one of two pilots for a D&I programme to make our people more aware of their behaviours and how they can create an equitable and inclusive environment.

Another priority is to promote wellbeing. Each country has an 'Employee Assistance' programme, enabling everyone to get specialist wellbeing support. We have also launched our Group-wide wellbeing app, Be Well. This offers content ranging from live exercise classes to mindfulness tips and healthy recipes, helping our people to stay physically and mentally healthy. In 2021, we ran a global step challenge, to drive engagement, promote wellbeing and encourage people to get active. This challenge saw great participation from all countries.

We also continued our online training on mental health for line managers and offered courses on subjects such as stress. Our awareness programme for our people runs quarterly campaigns on wellbeing topics.

**Gender diversity**

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

	2021		2020	
	Women	Men	Women	Men
Board	3	6	2	7
Senior managers	28	94	25	98
Other employees	4,726	13,135	4,196	12,340
<b>Total</b>	<b>4,757</b>	<b>13,235</b>	<b>4,223</b>	<b>12,445</b>

Although the proportion of women we employ is in line with industry norms, we are committed to increasing it. Initiatives specifically aimed at improving gender diversity include our ‘Growing Together’ programme of activity designed to create a gender-diverse talent pool in middle and senior-level roles by providing development opportunities specifically focused on our female employees. In 2021, we were proud to have reached more than 100 delegates who had attended the programme since it began.

We have seen good growth in the number of female senior leaders across the Group, with an increase of 4.4 per cent in the year.

We were proud to have two winners at the 2021 CRN Women in Channel Awards and to receive two corporate awards, the Health and Wellbeing Recognition Award and the Best Community Outreach Programme, for our commitment to school and community outreach with a focus on diversity. In Germany, we had two winners in the Women’s IT Network awards. We were also recognised by Brigitte Magazine as one of the best places in Germany for women to work.

One of our key successes this year was the growth of our first Employee Impact Group (EIG), focusing on ethnic diversity. Its members come from across the Company and it helps employees to create sustainable change. The EIG has hosted a range of activities including our Breaking Barriers event, co-hosted with CRN, which saw over 180 professionals from the sector join expert speakers and industry leaders to share advice and best practice on making our industry more inclusive to people from ethnic minority backgrounds.

We have now launched two new EIGs on Gender, and Wellbeing and Accessibility. Their steering groups have begun to design a Group-wide approach to these topics, which can be delivered locally.

**EIGs are a great way to give employees a voice that is not only heard but acted on by the business. They change the narrative by enabling employees to be at the heart of solutions and drive beneficial change via actions over words.**

**Colin Williams**  
Ethnic Diversity Steering Group member

**EMPLOYEE IMPACT GROUPS**

Our Employee Impact Groups help give our people the opportunity to influence and create a working culture they are proud to be part of.

**Speak FREELY**

Create an environment which enables employees to speak openly, and to identify actions to improve employee experience.

**Help EDUCATE**

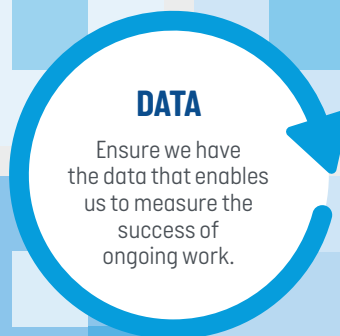
Facilitate the delivery of targeted education to every Computacenter employee, to equip them with the knowledge they need to promote a positive and inclusive environment for all.

**Promote WELLBEING**

Proactively promote our people to look after their own physical and mental wellbeing.

**Be ACCESSIBLE**

Support and drive initiatives to improve the accessibility of Computacenter, removing any barriers that prevent people achieving their potential.



In our recent employee survey, we achieved positive results for the inclusion questions, showing that our people believe we support equality of opportunity and that they can be themselves at work without worrying about not being accepted.

Our investment in wellbeing has been further supported with the introduction of a dedicated wellbeing manager. This has allowed us to focus our wellbeing strategy on the areas that our people need and has already led to further Mental Health First Aiders being trained, the launch of menopause guidelines and support network, and signing up to participate in the Mind Workplace Wellbeing Index.

### Reward and recognition

Pay for performance is at the heart of our reward philosophy. As well as ensuring that our people are paid in line with any legislative requirements, including national minimum wages and equal pay, our goal is to align pay with each employee's contribution. As part of this, we carry out annual pay reviews for all our employees across the globe.

In March 2020, we launched a global peer-to-peer recognition tool called 'Bravo!' This allows our people to immediately recognise and thank one another for their valuable contributions in the workplace. The tool also allows managers to award points for exceptional performance and practice, which are redeemable with selected retailers or may be donated to selected charities in-country. The next step in our journey with Bravo! was the launch of Bronze, Silver and Gold awards in 2021. These rewards are specifically targeted at those who demonstrate our values to the highest possible standard.



### Supporting communities

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

Our main aims are to:

- demonstrate our commitment to the wider community;
- motivate employees by encouraging team-building activities in a worthwhile cause; and
- promote Computacenter's Winning Together Values to customers, our people and other stakeholders.

We continue to support initiatives to raise money for local charities, as well as supporting activities proposed and run by our employees. Some examples are below.

The impact of the floods in Western Europe was particularly relevant to our employees this year. In response, we donated a total of €25,000 to 'Aktion: Deutschland hilft' and the German Red Cross. We also supported affected employees and the wider community, establishing a platform where employees could offer practical help and allowing 220 days of paid time off for those supporting the recovery effort.

In the UK, we support the charity partners selected by employees – Make-a-Wish Foundation, British Heart Foundation and Dementia UK – through fundraising steered by the Charity Committee. We also offer a Give as You Earn scheme, through which employees can make monthly contributions to any UK charity. Our Bravo! employee recognition scheme also allows employees to donate their voucher rewards to our chosen charities.

Our work with potential future talent is a key part of our strategy for delivering social value in our wider communities. Over the last few years, we have developed strong partnerships with a number of schools, universities and charities in the UK, with our community education outreach programme continuing to grow in 2021 and winning CRN's award for 'Best Community Outreach Programme' in the UK tech channel.

In 2021 we reached over 5,000 students and young adults, and of those:

- 53 per cent identified as female;
- 45 per cent identified as male;
- 2 per cent identified as non-binary;
- 35 per cent were from an ethnic minority background;
- 55 per cent came from a disadvantaged background;
- 25 per cent were in the care system; and
- 20 per cent were disabled.

We committed further support for our wider communities when we first signed the UK Armed Forces Covenant. As part of our commitment to this and our investment in military service leaders, January 2022 saw the launch of our new Veteran Transition Programme in the UK. This is an exciting, frontline sales development programme that provides carefully selected rotations across key business functions. After successful completion, it leads to a role as a Solution Sales Specialist.

### Ethics and conduct

Computacenter has a range of people-related policies, covering topics such as equality and respect at work, health and wellbeing, recognition and reward, and whistleblowing. Together, they are designed to ensure that our people are supported, protected and suitably recognised for the contribution they make, and that we are an inclusive and ethical employer, with a diverse, talented and motivated workforce.

Our people can report any HR policy compliance issues to their line manager or HR, or they can call our Safecall whistleblowing hotline, which allows them to report in confidence. All calls to the hotline are handled by an independent third party and the issues are monitored, resolved and reported to the Audit Committee. All other issues are dealt with operationally, through the HR function.

We also monitor other indicators of policy compliance, such as the number of grievance or disciplinary proceedings, which we aggregate at a country level. Our HR managers review this data to see if there are trends requiring management action. No material policy breaches were identified during the year, either through the whistleblowing hotline or our other compliance processes.

### Anti-bribery and corruption

Computacenter has a well-established Anti-Bribery and Corruption compliance framework. This is underpinned by our Ethics Policy which, together with specific Anti-Bribery and Corruption and Fraud policies, provides a clear set of rules and expectations that are applied across our business. This is supported by employee training and guidance documentation.

The Anti-Bribery and Corruption compliance framework is overseen by the Group Legal and Compliance Director and our Compliance Steering Committee. It is regularly audited by our Internal Audit function. The framework is supported by our externally managed confidential whistleblowing hotline provided by Safecall, an industry recognised provider of such services. No material breaches of our policies were identified during the year.

We continued to reinforce our zero-tolerance approach to anti-bribery and corruption throughout 2021, providing training as an integral part of our induction process and ensuring continued awareness of our whistleblowing hotline across the Group. This ensures that all employees, contractors, third parties and suppliers know that they are able to report any issues on a confidential basis.

## INSPIRING FUTURE GENERATIONS

In partnership with schools, universities and charities we have reached over 5,000 students in 2021 providing:

- Advice on careers in STEM and promoting women and ethnic diversity in tech
- On-site visits at Computacenter
- Speak to the expert days
- Lessons about technology
- Work experience for students
- Assessment centre preparation workshops
- Mock interviews and CV writing
- Social media safe workshops
- Apprenticeship challenges
- Guidance to ensure work readiness
- Career fairs
- School employability strategy support, including those with disabilities

**In October 2021 we were proud to be recognised at the CRN Women in Channel Awards 2021 for our Community Outreach Programme.**

**CRN  
WOMEN  
IN CHANNEL  
AWARDS  
2021**

**WINNER**

Best Community  
Outreach Programme  
Computacenter

**Hertfordshire**  
Local Enterprise Partnership



**inspiring  
the  
future**



**Work Solutions**

**STEMettes**  
♥ ♦ # +



### Computacenter Group

Collection of Computacenter images illustrating the range of activities our people are involved with.

# WINNING TOGETHER



A selection of our people from across the Group, sharing their stories about what 2021 has meant for them and their customers.

▶ I've been with Computacenter for 17 years and I've developed with this Company into a Group leadership role. I'm inspired to see our people come together to deliver the best possible services for our colleagues and customers around the world.

**Inga Opel**  
Delivery Enablement Director,  
Germany



◀ Working at Computacenter is truly exciting. My co-workers are excellent – they know what needs to get done and how to do it. What I like most about working here is obvious – the people!

**Rob Deluca**  
Service Manager,  
North America



▶ From day one, Computacenter felt like home to me. Working here has allowed me to develop so much and good work is appreciated. I'm honoured to be working at a respected company with an incredible people culture.

**Sylvie Knuth**  
Transition & Take-on Specialist  
Associate, Germany



▶ I love our company and I feel privileged to say that. Energy is part of our DNA and that's what makes Computacenter so special and admired by our customers, vendors and partners.

**Robbie Degen**  
Client Director,  
United Kingdom

◀ **Computacenter shows how leadership with vision and people with commitment can win together. I share my workplace with wonderful people and we strive every day to live up to our values and deliver for customers.**

**Pradeep Kumar**  
Delivery Director, Group Services,  
India



◀ **I'm proud that Computacenter is regularly recognised as a great place to work and I'm lucky to be surrounded by real and talented people, in a company that encourages us to explore our full potential.**

**Christian Sigrist**  
Divisional Head, Operations,  
Switzerland

▶ **Computacenter is the first company that has empowered me to do the work that I love. I feel responsible and motivated, and it is really great to be part of a collaborative and supportive team.**

**Adam Pfliegel**  
Delivery Excellence Manager,  
Source & Deploy, Hungary



◀ **I've worked for Computacenter for a year on some demanding projects, full of challenges. I really enjoy the job, because I can break my own limits and improve my skills every day.**

**Weronika Maślak**  
Second Line IT Analyst,  
Poland



◀ **I love that my role allows me to work with people from different cultures and backgrounds. Understanding that people matter is a core Computacenter value and I'm grateful for the personal growth and development I've experienced.**

**Yomi Bello**  
Global Service Director,  
United Kingdom

▶ **I joined Computacenter in 2001 and my role has never stopped evolving. During my time here, I've understood that embracing change and sharing knowledge with others allows you to develop skills and to grow, personally and professionally.**

**Delphine Begue**  
Executive Assistant, Human  
Resources, France



# PLANET

## Ensuring sustainable operations

We take a responsible approach to reducing our direct and indirect environmental impacts and overseeing our supply chain, as part of our commitment to sustainable operations.

The Group has an environmental policy, which we enact through an Environmental Management System (EMS) certified to International Management standard BS EN ISO 14001:2015. The environmental policy requires us to identify our significant environmental impacts and provides the framework for setting targets and objectives. We are not aware of any breaches of the policy in 2021.

Our Climate Committee leads our approach to reducing our environmental footprint. It is chaired by the Group Finance Director and includes Group managers and senior employees with specific environmental interests. The Committee debates and proposes initiatives, with material investments then approved at Group Executive level. The Committee met four times during 2021.

### Our environmental commitment

We aim to be Carbon Neutral in 2022 for Scopes 1 and 2 emissions. Scopes 1 and 2 emissions include all our direct emissions such as our facilities and some of our indirect emissions such as electricity purchased. This will be achieved by a combination of increases in our own renewable energy generation, continued investment in energy-efficient lighting and equipment, the purchase of electricity generated by renewable sources and the purchase of carbon offsetting credits

The Board has agreed a target of being Net Zero for Scopes 1, 2 and 3 emissions by 2040, ten years ahead of our previous target. Scope 3 emissions include all other indirect emissions, such as our business travel and transportation, as well as those from sources that we do not own or directly control, including our supply chain.

Our first report on the requirements of the Task Force on Climate-related Financial Disclosures (TCFD) can be found on pages 26 to 28 of this report.



**Kerpen, Germany**  
Solar panels in our car park at the Kerpen headquarters.



**Hatfield, United Kingdom**  
Volume laptop redeployment with packaging removed at our Integration Center.

**74%**  
reduction in carbon emissions per employee since 2019

**1.8m kWh**  
of electricity generated by Hatfield solar farm

**73%**  
of Group electricity usage is now from green energy sources



**Being Carbon Neutral (Scopes 1 and 2) in 2022 will be a major milestone, based on a number of years of carbon reduction efforts across the business. We will be one of the first companies in our industry to achieve this.**

**Tony Conophy**  
Group Finance Director

#### Energy usage

In 2021, the Group consumed 38.5 million kWh of electricity, of which the UK accounted for 50 per cent. 73 per cent of the Group's electricity usage came from renewable sources, a significant improvement from approximately 30 per cent in 2020.

We benefited from a full year of electricity generation from the 6,308 solar panels installed at our Hatfield (United Kingdom) Integration Center in 2020, which generated approximately 1.8 million kWh in 2021 and saved around 400 tonnes of annual CO<sub>2</sub>e (based on UK conversion factors). On 1 October 2021, the 1,700 solar panels installed at our Kerpen (Germany) Integration Center became operational. In addition, we have covered approximately 500 parking spaces at Kerpen with carports that include solar panels. These went live in the first quarter of 2022. In total, the solar installation at Kerpen can generate around 1.5 million kWh per annum. The car park structures at Kerpen have the additional benefit of protecting cars from sun and snow and will have car charging points attached to them. We have agreed a proposal for installation of solar panels at our Integration Center in Livermore, California, which will have the potential to generate around 0.75 million kWh per annum.

In addition to generating our own electricity, we source green energy for our operations in the UK and Germany. These agreements were in place throughout the prior year in Germany and for two months in 2020 in the UK, meaning we have had a full-year benefit in 2021 from the UK agreement. In total, we used 27.9 million kWh of renewable energy in 2021, resulting in a further reduction in our CO<sub>2</sub>e of approximately 4,953 tonnes.

We continue to find ways to reduce our energy usage. For example, as IT equipment in our offices needs replacing, we are rolling out display screens that also power users' laptops and other devices, saving 50 to 60 per cent of the power of having separate chargers. This also results in cost savings from not buying docking stations. All new offices will have enhanced energy efficiency, and, for example, we have included energy efficient lighting in our new Paris office and our existing Roissy and Gonesse locations, after refurbishment.

In 2020, we refreshed the air conditioning system at our Manchester data center, so it uses free cooling from the environment when the outside temperature is low. This reduced energy consumption there by 14 per cent in 2021.

#### Hatfield, United Kingdom

The solar panels on the roof of our Hatfield Integration Center were one of the largest installations of its type in the UK in 2020.



### Greenhouse gas (GHG) emissions

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

### Global GHG emissions (metric tonnes of CO2e)

Year	2021	2020
Scope 1	1,908	5,640
Scope 2	3,302	8,216
Total	5,210	13,856

Scope 1: combustion of fuel and refrigerants usage

Scope 2: electricity, heat, steam and cooling purchased for own use

Scopes 1 and 2 emissions fell from 13,856 metric tonnes of CO2e in 2020 to 5,210 metric tonnes in 2021, a reduction of 62 per cent. This reflects the benefits of the UK green energy contract, the Kerpen solar installation and the other initiatives we have undertaken, partially offset by a full year of the acquisitions the Group completed in 2020. Our UK business accounts for 22.1 per cent of total emissions.

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

- 0.78 metric tonnes per £m of Group revenue [2020: 2.55 metric tonnes], a reduction of 69 per cent.
- 0.30 metric tonnes per Group employee [2020: 0.84 metric tonnes], a reduction of 63 per cent.

We have a target to achieve Net Zero for Scopes 1, 2 and 3 emissions by 2040. Our roadmap to achieve this is underpinned by Science Based Targets and includes the following initiatives:

- Continued investment in green energy, self-generating power solutions and reducing consumption through both implementing better technology products in our own environment and enhancing the efficiency of our facilities.
- Managing post-Covid-19 Group travel through a mixture of incentives, travel levies and technology-supported hybrid working and collaboration.
- Working with our technology partners on their own journey to Net Zero, to ensure that the products we purchase for resale do not increase our carbon footprint. Most of our technology partners are among the leaders in the global industry and share our commitment to Net Zero.
- Working with our wider supply chains to ensure they are aligned to our 2040 target and hence reducing emissions in areas such as transportation.

- Utilisation of our Circular Services operations to avoid carbon consumption with the reuse of technology assets and extraction of raw materials through redeployment, remarketing and recycling.
- Widening the adoption of our Circular Services portfolio with our customers, to enhance their carbon avoidance.
- Offset remaining emissions that cannot be removed using accredited Gold Standard (GS) carbon removal schemes. The GS is a voluntary carbon offset programme focused on progressing the United Nation's Sustainable Development Goals and ensuring that projects benefit their neighbouring communities.

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

### Methodology

This activity has been conducted as part of our UK EMS ISO 14001:2015 standard [EMS 71255]. We have used the main requirements of the GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Emission factors used are from the UK Government's Conversion Factors supplied by DEFRA. We have different factors for each country, as electricity generation and CO2e efficiency vary by country. External consultants assisted with the implementation of our methodology which we continue to further refine and develop internally, to include the full requirements to collate the additional emissions, such as refrigerants.

### Emissions performance over time (metric tonnes)

Group	2015	2016	2017	2018	2019	2020	2021
Total Scopes 1 and 2 emissions	24,795	25,518	22,662	19,741	19,808	13,856	5,210
Per £1 million of revenue	8.11	7.86	6.20	4.53	3.91	2.55	0.78
Per employee	1.92	1.80	1.54	1.30	1.23	0.84	0.30

### Kerpen, Germany

Solar panels covering our car park area.



### Kerpen, Germany

Solar panels on the roof of our Integration Center.



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

#### Limitations to data collection

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

#### Commitment to Science Based Target initiative (SBTi)

In 2021, the Group joined the global movement of leading companies aligning their businesses with the most ambitious aim of the Paris Agreement, to limit the global temperature rise to 1.5°C above pre-industrial levels. We will submit our targets to SBTi in 2022 for validation.

#### Carbon Disclosure Project (CDP)

We participated in the CDP and improved our score from D to C in the most recent submission. We continue to target further improvements in our rating.

#### Service Center – Cape Town, South Africa

We used the opportunity of a new building in Cape Town to move to a more energy-efficient facility, built to high environmental standards.

#### Procurement Policy Notice submission

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

#### Energy Savings Opportunity Scheme (ESOS)

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

#### Travel

Although travel is a necessary part of conducting business, we want to ensure that all trips are truly needed. We have a target to reduce emissions from business travel by up to 35 per cent by 2025, compared to 2019. Covid-19 restrictions meant that we easily met this target in 2021, using 0.63 million kg of CO<sub>2</sub> during business travel compared to 5.2 million kg in 2019. However, this is a challenging target to achieve in a normal year, given the Group's growth. We are continuing to encourage the use of technology such as video conferencing as an alternative to travel and conducting a communications campaign to urge people to travel less.

From 1 October 2021, we have introduced a travel levy for all trips and hotel bookings across the Group. The levy is £10, €12 or \$14, depending on the booker's local currency. The levy raised around €50,000 during the fourth quarter of 2021. The money raised will be used to offset the travel element of our Scope 3 emissions. In addition, when people book flights, they can see the associated carbon emissions on the flight booking system, so they understand the impact and are encouraged to use alternatives. In Germany, where internal business flights are common, we have implemented a pilot programme to substitute flights for first class train travel, as the national railway company Deutsche Bahn achieves Net Zero emissions through offsets. This is expected to further reduce our CO<sub>2</sub>e impact in 2022.

Our employees have responded well to our introduction of a 110g/km CO<sub>2</sub>e limit for new company cars, with compliance at approximately 53 per cent in the United Kingdom and approximately 60 per cent in France. Our German and Dutch fleets will follow as the transition from legacy fleets evolves to more electric vehicles and plug-in hybrid cars and vans. We are installing electric vehicle charging points at our sites, as the need arises.



### Materials usage

Materials include the packaging we use in our Integration Centers and the packaging our technology partners use when transporting goods to us. This category also includes items we mail and our use of single-use plastics.

### Packaging materials

A number of customers are taking an increased interest in reducing the packaging that is supplied with their purchases, particularly single-use plastics. Some manufacturers are already supplying more cardboard-based internal packaging and have significantly reduced their plastic content and are looking to remove it completely in the next few years. Others have made progress in this area during 2021 but are still supplying plastic packaging. We have further improved our recycling channels and nearly all plastic bags are now either retained to be re-used or separated and collected for dedicated plastics recycling.

We regularly hold discussions with our technology partners about their use of packaging materials, to encourage them to reduce the volume of packaging and to substitute materials for those which can be reused or more easily recycled.

### e-invoicing

We send around 100,000 sales invoices each month. Our investment in IT tools and programmes in recent years mean that, for example, in excess of 90 per cent of our UK invoices are now sent electronically, which reduces costs and our environmental impact. The implementation of an e-invoicing system in Germany is now in full effect, with the result that approximately 88 per cent of invoices in Germany are sent electronically.

### Removal of pre-printed stationery

We have largely removed pre-printed stationery across our offices and continue to work to minimise the need for printed documents, supported by our investments in systems and collaboration tools.

### Single-use plastics

Having already eliminated single-use items such as plastic cups and bottles at Hatfield and Kerpen in 2020, we have continued to prevent similar usage at our other major sites in 2021. As a result, we are substantially eliminating the use of these items across the Group.

### Waste diverted from landfill

We look to send as little waste as possible to landfill and closely monitor recycling performance for materials such as plastics, paper and cardboard. In 2021, 34 per cent of waste in the United Kingdom was sent to landfill.

### Packaging waste regulation

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

### Logistics

We use logistics services to deliver products to our customers. Minimising the environmental footprint and the cost of these services requires us to employ the Integration Center nearest to the customer's premises. As previously noted, we have negotiated with many UK customers to fulfil deliveries to their EU operations from Kerpen rather than Hatfield. This has the additional benefit of avoiding post-Brexit challenges at the border.

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

### Hatfield, United Kingdom

Laptop configuration as part of lifecycle asset management services from our Integration Center.



## Health and safety

We are committed to providing safe and healthy workplaces. Our policy is that, so far as is reasonably practicable, we will create and maintain an environment that is committed to eliminating or reducing health and safety risks to employees, customers, suppliers, contractors, visitors and members of the public.

Our approach to health and safety is based on identifying and controlling hazards and preventing incidents, particularly those involving personal ill-health, injury and damage to equipment or property. We also investigate near misses, as an essential part of preventing future incidents.

It is vital that everyone concerned is made aware of their responsibilities for implementing our health and safety policy. All line managers are required to ensure that the policy is implemented within their areas of responsibility and employees must take reasonable care of their own health and safety and that of others who may be affected by what they do. Failing to observe the policy can result in disciplinary action.

We have continued to support our people in workplaces by providing appropriate face masks, cleaning materials and hand sanitisers throughout these facilities.

## Performance

The table below shows the health and safety performance of our UK, Germany, and France businesses. The Accident Incident Rate (AIR) is the number of accidents per 1,000 employees and the Accident Frequency Rate (AFR) is the number of accidents per 100,000 working hours.

	AIR		AFR	
	2021	2020	2021	2020
UK	<b>0.87</b>	0.58	<b>0.07</b>	0.11
Germany	<b>1.99</b>	1.62	<b>0.42</b>	0.34
France	<b>0.69</b>	0.64	<b>0.14</b>	0.14

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

In Germany, we have implemented a new Environment, Health and Safety (EHS) organisation, expanding the team and providing necessary training. The function covers Computacenter facilities and approximately 300 on-site locations and ensures there are dedicated contacts and responsibilities in place for all operations. Creating a central team has helped to deliver synergies and simplify processes. Among a wide range of initiatives, the function has implemented a new software solution, and carried out internal audits on EHS issues and occupational health and safety inspections at customer sites and in our offices. It has also trained fire safety officers, who will create fire safety regulations and evacuation training during 2022 and take over responsibility for fire safety from 2023.

The Group has continued to comply with all relevant health and safety legislation in all the countries in which we operate. This is monitored using appropriate tools, controls and measures, which form part of our overall compliance management system. This in turn is governed by the Group Compliance Manager and Compliance Steering Committee.

## Responsible business Supply chain

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

Onboarding of suppliers for most countries is managed by the Supplier Contract Management team. The team uses a standardised on-boarding process. Among other things, this validates that the request to add the supplier complies with our Business Ethics Policy, obtains a supplier self-assessment on several topics, including sustainability issues, and highlights to prospective suppliers key Computacenter policies, such as IT security, anti-bribery and corruption and our Supplier Code of Conduct. The Code of Conduct sets out the 10 principles in the UNGC, which include human rights, modern slavery, anti-bribery and corruption, and environmental matters.

Regulatory changes, particularly in Germany, will require us to be able to monitor supplier status on certain issues on a regular basis, in addition to the on-boarding process. We are therefore evaluating tools that will support our ability to do this. As part of this process, we will replace the existing questionnaire with a more concise set of questions covering only what we need to operate effectively and measure compliance. This will be combined with a refreshed Supplier Code of Conduct, which suppliers will either be asked to sign or, for major suppliers, confirm that their own ways of working align with the Code.

## Human rights and modern slavery

For Computacenter, human rights falls into two areas: protecting the rights of our employees and those within our supply chain. The human rights of our employees are covered by our Health & Safety policies and our Ethics & Conduct policies.

Human rights in the supply chain primarily relate to the risk of modern slavery. We published our most recent Modern Slavery Statement, covering our 2020 financial year, in the first half of 2021, with our report covering the 2021 year due to be published imminently.

The Group publicises its whistleblowing hotline to suppliers, to enable reporting of any suspected human rights issues. There were no such issues reported during the year.

## Our customers

This sample of customer stories illustrates the trust that our customers place in Computacenter and the skills and experience of our people.



▶ **Computacenter ably demonstrated why they are recommended by Microsoft. Ageas UK now intends to continue to work with Computacenter to develop and expand our partnership.**

**Mark Tyrrell**  
Ageas Insurance Limited



▶ **Computacenter met its commitments on critical projects throughout the health crisis.**

**Olivier Jecker**  
CHU Bordeaux



◀ **We already had a strong partnership with Computacenter, but it was refreshing to see the ideas they brought to the table as part of the bidding process; they didn't just propose a like-for-like service.**

**Sarah Hollis**  
Yorkshire Building Society



▶ **We have been working successfully with Computacenter for a long time. Our contacts are always happy to think outside the box and establish relationships with reference customers. We've already reviewed several other successful case studies.**

**Uwe R. Dietz**  
HUK-COBURG



▶ **Computacenter supported us selecting and implementing technology, fully meeting our needs. We have collaborated over many years to achieve our goals.**

**Bernd Huber**  
NetCom BW



▶ **Computacenter TeraMach** was instrumental in helping us build a world-class network in a very remote, isolated First Nation community.

**Peter Leaton**  
Sichuun Inc.



▶ **Computacenter's Cisco®** expertise and maintenance services provide great support for our server and network components. The cooperation with the on-site technicians is as smooth as the support from the partner services: **High-Touch Expert Care at Cisco®**.

**Torsten Nöcker**  
Arvato Systems



▶ **Computacenter** are a long-standing supplier and partner to the CAA and their knowledge of our environment and the systems in use made them the outstanding candidate to deliver the project.

**Simon Sheeran**  
Civil Aviation Authority



▶ **Computacenter** can provide IT experts of all kinds, and we have taken advantage of this.

**Benjamin Stein**  
Hansgrohe SE



▶ **Computacenter** has done something no other partner or OEM has been able to do, through the team's perseverance and willingness to 'do the right thing'. Staying focused on the mission, proof of concept and strategic value speaks highly of Computacenter's maturity as a partner.

**Allan Lamkin**  
Paul Hastings



▶ We gave **Computacenter** an opportunity to show what they were capable of, and they approached it in a really, really professional way, delving into so many areas we wouldn't have been able to do in-house.

**Stephanie Roddy**  
Kellogg's



# SOLUTIONS

## Offering sustainable customer solutions

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

### Circular Services

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

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

RDC has put huge effort into ensuring the accuracy of our recycling management, with whole recycling facilities dedicated to testing, measuring and filming of controlled batches of our customers' scrap, including systems, screens, servers, networking devices and printers. This has enabled us to provide detailed records of metal, circuit board and plastic material extracted from the waste stream.

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

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

## 128,000

tonnes of carbon avoided through reuse of assets (**redemption and remarketing**)

## 455,000

assets (main and peripheral) **redployed** to customers saving them £50 million

## 600

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

Asset volume up 13% to

## 2.2 million

(main and peripheral) with 7% increase in weight to 4,450 tonnes

## 870,000

assets **remarketed** (main and peripheral) to third parties, returning over £22 million in cash to our customers



**By using our Circular Services, including redeployment, remarketing and recycling, our customers can avoid carbon emissions, helping them on their own journey to Net Zero.**

**Gerry Hackett**  
Managing Director, RDC  
(Computacenter subsidiary)

**Braintree, United Kingdom**

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



**REDEPLOYMENT**



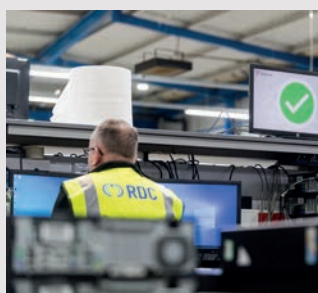
**REMARKETING**



**RECYCLING**



**On-site data sanitisation**



**Technical processing**



**Secure transport**



**Secure environment**

### Technology advisory

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

### Selection of the most sustainable technology products

As one of the world's largest VAR, we work with all the leading technology suppliers and make available EPEAT and EnergyStar energy usage ratings for the products we supply to our customers.

### Supporting technology partners

We work closely with our technology partners to understand their sustainability strategies, help them to achieve their sustainability goals and help our customers to make informed decisions. We are proud to have been recognised by HP as a 5 Star Sustainability Partner.



### Sustainable supply chain options

We are the VAR with the best international capability in the world and this allows us to help both our customers and technology partners to leverage our Integration Centers in different regions for local supply rather than export, where possible. We still have much to do to minimise the need for export solutions but will continue to build the local capabilities and work with our technology partners to do so over the coming years.

### Ways of working for users

Technology is a huge enabler for our customers to allow different ways of working for their users. We can provide workstyle analysis to support the design of optimum options, as well as helping to deploy and run solutions such as Tech Centers and secure locker collection, which can all contribute to a sustainable hybrid working strategy.

### Data privacy and security

As new ways of working are deployed, these need to be underpinned by a strong security and compliance environment, which we can help to design, deploy and support.

### Asset lifecycle

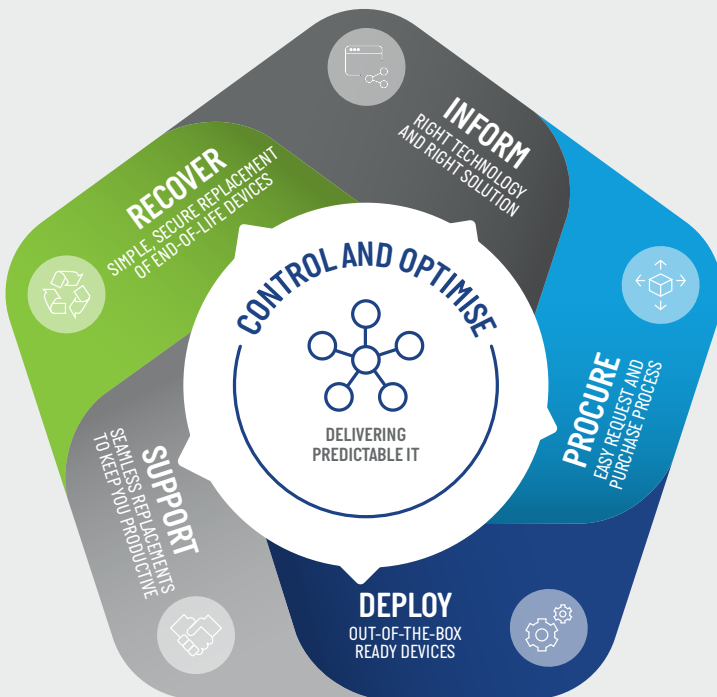
Our role in helping customers to deploy and manage their technology assets also allows us to introduce sustainable processes and services into our core offerings.

### Sustainable deployment

We offer a range of services to allow customers to deploy technology with the minimum environmental impact. These include our trolley services, which allow us to deploy at scale in offices but remove packaging from technology (laptops, network devices and servers) at our Integration Centers, allowing environmentally friendly disposal at scale.

### Asset management

Using our new SmartHub, we will provide customers with better data on the assets including length of life, configuration and update status, to allow them to make more informed choices on redeployment and replacement, usually extending the life of most assets covered.



### Device as a Service

Our asset lifecycle services are being brought together into our DaaS offering, which will allow us to manage the lifecycle of assets for our customers, underpinned by the highest sustainability standards.



**Hatfield, United Kingdom**

By using our asset lifecycle services, customers can consolidate shipments, reduce packaging on-site and take advantage of our increasingly green energy facilities.



**Data center and network deployment**



**Mobile device configuration**



**Volume configuration**



**Total solution configuration e.g. 'store in a box'**



**Data center and network deployment**

## Task Force on Climate-related Financial Disclosures

### Climate-related risks and opportunities

We support the aims of the Task Force on Climate-related Financial Disclosures (TCFD) in communicating the risks and opportunities arising from climate change. In accordance with the Financial Conduct Authority's Policy Statement PS20/17, we are making disclosures consistent with the TCFD's recommendations and recommended disclosures having considered all sector guidance, with the aim of providing all of our stakeholders with useful information relating to climate-related risks and opportunities relevant to our business. An exception relates to Scope 3 emissions, for which we aim to submit Science Based Targets during H1 2022; we have yet to define the basis of these emissions for which we will seek external support.

We supply technology products and services to our customers, which help them to reduce their own environmental impact by reducing business travel and increasing the flexibility of their workforce. This is supported by our Technology Sourcing infrastructure and through investments in our Integration Centers across Europe and North America to enable us to fulfil product more locally. Following our Brexit preparations, we have the ability to despatch products from our Kerpen Integration Center to customers in the European Union, which had previously been shipped from our Hatfield Integration Center. While we have been a net beneficiary of this change in terms of export administration and shipping cost, it has also helped to reduce global emissions.

### Governance

As outlined on page 81 of the Annual Report and Accounts 2021, the Board has overall responsibility for managing risks and opportunities, including climate change risk. The Board has considered the risk to the business relevant to climate change but does not yet believe it is sufficiently material to be classed as a principal risk in its own right. The Board continues to monitor climate-related risk. It does so through its review of the Group's principal risks related to any failure to meet our commitments or comply with applicable laws and regulations in relation to ESG matters.

The Board has delegated day-to-day oversight of climate change risk to the Climate Committee. This committee meets quarterly and leads on all climate-related initiatives. It consists of senior Manager and is chaired by the Group Finance Director, who also chairs the Group Risk Committee. The Group Risk Committee considers emerging risks, such as climate change, as necessary.

The Audit Committee is updated quarterly on discussions and outcomes from the Group Risk Committee meetings and the Board is updated at least annually on all risk matters, including climate-related issues where relevant. The Board has also endorsed the Group's sustainability strategy, of which risk management and reporting form a part.

### Strategy

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

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

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

Any physical or transitional climate-related risk which disturbs the equilibrium of our value chain could impact the execution of our strategy, our levels of customer service and satisfaction, and ultimately our financial performance. We have set out below those climate-related risks which we think could reasonably result in that happening, although for many of these their frequency and severity is difficult to predict. We have therefore based our analysis on certain assumptions, which we have also explained. Whilst none of these risks has yet impacted our business, we have also set out how we have responded to them in our strategy and financial planning.

### Physical Risk: Extreme weather events and long-term changes in climate patterns

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

Most of our technology partners are substantial international businesses, who have the size, resilience, technological capability and investment capacity to mitigate the future risk of climate-related damage to their manufacturing and distribution process. We work with multiple technology partners, which mitigates against one organisation, area or region being impacted by extreme weather. We carry out a physical assessment of our service delivery locations across the globe, as part of our insurance risk assessment process, and ensure we have business contingency planning, so we can move our service delivery to alternative locations with minimal impact to service levels. None of our service delivery locations are at material risk of flooding from rivers or from sea level rises and, like many organisations during the Covid-19 pandemic, we have reduced our reliance on physical offices.

### Transition Risk: Compliance and reputational risk

As we move towards a low-carbon economy, there are increasing compliance requirements emanating from the UK Government, regulatory authorities and standard-setters, as well as pressure from business stakeholders and market initiatives related to sustainability reporting, such as the TCFD. If we fail to meet these requirements and expectations, or if we fail to set and achieve our climate impact reduction targets, this is likely to harm our reputation and could cause customers to reduce their business with us.

We take our climate-related responsibilities seriously, which helps mitigate against this risk. We have had a Climate Committee in place since 2020. Recent initiatives have included the installation of a large number of solar panels at our Hatfield and Kerpen Integration Centers and we have contracts in place to use only green energy in our businesses in Germany and the UK. These and other initiatives have contributed to a reduction of our Scopes 1 and 2 emissions of 73 per cent since 2019. We have a target to be Carbon Neutral for our Scopes 1 and 2 emissions in 2022 and to reducing our Scopes 1, 2 and 3 emissions to Net Zero by 2040, backed by Science Based Targets. Our progress towards these targets will be monitored and reported on in future Annual Reports.

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

	Short term (to 2030)	Medium term (2030 to 2040)	Long term (beyond 2040)
<b>&lt; 2°C scenario</b>	<p><b>Higher transition risks associated with moving to a low-carbon economy</b></p> <ul style="list-style-type: none"> <li>• Reputational risk with investors, customers and employees, if we do not adequately address climate change.</li> <li>• Compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations.</li> <li>• Increased cost of climate-related levies/increased pricing of greenhouse gas (GHG) emissions.</li> <li>• Changing customer behaviour.</li> <li>• Travel curbs.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Customers will continue to invest in their IT infrastructure, to enable hybrid working practices which are carbon-reducing, and also to reduce the carbon footprint of their IT infrastructure. We will therefore continue to see high demand for modern, lower-carbon footprint technology products.</li> <li>• Our Circular Services (redeployment, remarketing and recycling of technology products) will become increasingly important to our customers.</li> </ul>	<p><b>Continued transition risks</b></p> <ul style="list-style-type: none"> <li>• Increasing reputational risk with investors, customers and employees, if we do not adequately address climate change.</li> <li>• Continuing compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations.</li> <li>• Increased cost of climate-related levies/increased pricing of GHG emissions.</li> <li>• Changing customer behaviour.</li> <li>• Travel curbs.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Continuing customer investment in their IT infrastructure with continued high demand for modern, lower-carbon footprint, technology products.</li> <li>• Our Circular Services will remain important to our customers.</li> </ul>	<p><b>Less significant increase in physical risks</b></p> <ul style="list-style-type: none"> <li>• Continued isolated extreme weather events causing manageable business disruptions.</li> <li>• Higher summer temperatures and rapid changes in temperature and humidity causing challenges for data center cooling.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Our ability to provide Circular Services by ourselves will help us to differentiate, as customers will expect these services to be integrated into more of the technology products and services they procure, e.g., through ‘Device as a Service’ (DaaS).</li> <li>• Customers will require our advice on the selection and deployment of technology products, to help them achieve their carbon reduction strategies.</li> </ul>
<b>&gt; 2°C scenario</b>	<p><b>Slight increase in transition and physical risks in the short term</b></p> <ul style="list-style-type: none"> <li>• Isolated and manageable business disruptions caused by extreme weather events, such as flooding or drought.</li> <li>• Ad-hoc supply chain interruptions.</li> <li>• Increased insurance costs due to natural disasters.</li> </ul> <p><b>Opportunities/Resilience</b></p> <ul style="list-style-type: none"> <li>• Our ability to supply technology products locally in multiple regions (UK, EU, North America and APAC) will help large international customers to reduce shipment costs and the associated carbon footprint. This international coverage will also increase our resilience and help us provide greater supply chain resilience to our customers.</li> </ul>	<p><b>Increasing physical risks due to a failure to adequately transition to a low-carbon economy</b></p> <ul style="list-style-type: none"> <li>• Power outages due to restrictions on use of fossil fuels.</li> <li>• Increasing cost of power.</li> <li>• Flooding due to increased sea level [no strategic locations are at material risk].</li> <li>• Increasing transport costs.</li> <li>• Telecoms and internet disruptions.</li> </ul> <p><b>Opportunities/Resilience</b></p> <ul style="list-style-type: none"> <li>• We will continue to maintain operational resilience through the geographical dispersion of our Service Centers.</li> <li>• Our existing strengths as one of the world’s most international and Services-led VAR give us the opportunity to establish a leadership position in helping both customers and technology partners to achieve their sustainability goals.</li> </ul>	<p><b>Increased physical risks due to a failure to adequately transition to a low-carbon economy</b></p> <ul style="list-style-type: none"> <li>• Power outages due to restrictions on use of fossil fuels.</li> <li>• Increased cost of power.</li> <li>• Flooding due to increased sea level [no strategic locations are at material risk].</li> <li>• Pandemics due to new diseases caused by climate and population changes.</li> <li>• Population changes – controls on population growth, increasing migration, the need for automation etc.</li> <li>• Increased transport costs.</li> <li>• Telecoms and internet disruptions.</li> </ul> <p><b>Opportunities/Resilience</b></p> <ul style="list-style-type: none"> <li>• We will continue to maintain operational resilience through the geographical dispersion of our Service Centers.</li> <li>• Our existing strengths as one of the world’s most international and services-led VAR give us the opportunity to establish a leadership position in helping both customers and technology partners to achieve their sustainability goals.</li> </ul>

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

## Task Force on Climate-related Financial Disclosures

### continued

Our strategy to address climate-related issues includes our commitment to be Carbon Neutral for our Scopes 1 and 2 emissions in 2022 and Net Zero for our Scopes 1, 2 and 3 emissions by 2040, with both commitments to be backed by Science Based Targets.

#### Risk management

Our risk management and control framework enables us to effectively identify, assess and manage climate-related risks. As summarised on page 81 of the Annual Report and Accounts 2021, the Board reviews climate change risk as part of its review of our principal risk relating to complying with our commitments and applicable laws and regulations in relation to environmental, social and governance matters. The process for identifying and assessing climate-related risk is the same as for all principal risks, as described on page 81 of the Annual Report and Accounts 2021. Each of our principal risks has an assigned risk owner, who is responsible for its management. This includes ensuring the effectiveness of internal controls and for overseeing risk mitigation plans. Each risk owner presents the controls and mitigations for peer review at least annually to the Group Risk Committee meetings. The Board also reviews the principal risks annually. We do not currently recognise climate change as a principal risk to the business.

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

#### Metrics and targets

In line with our current risk assessment and mitigation plan, we continue to largely concentrate on transition risks and our commitment to becoming a Net Zero business, as outlined above.

We have taken into account the cross-industry metric categories defined in the TCFD's guidance on metrics, targets and transition plans (October 2021) in monitoring our transition to a low-carbon economy and the risks involved with it.

Metric category	Target
GHG emissions	We aim to reduce our Scopes 1 and 2 emissions to Carbon Neutral in 2022 and our Scopes 1, 2 and 3 emissions to Net Zero by 2040, backed by Science Based Targets.
Transition risk	We have considered transition risks to achieving our strategic objectives across the Group as a whole. However, they are not considered material at this stage.
Physical risk	We have assessed the Company's locations close to water sources at risk of flooding or at risk of sea level change. None of the locations are strategic to our operations.
Climate-related opportunities	Customers will need us to: <ul style="list-style-type: none"> <li>• supply and deploy modern, lower-carbon footprint technology products;</li> <li>• provide Circular Services for their technology estate and increasingly integrate these into our Services;</li> <li>• provide local supply solutions, to minimise shipment-related carbon footprint; and</li> <li>• advise on selecting and deploying lower-carbon IT infrastructure, to help them meet their sustainability goals.</li> </ul>
Capital deployment	In recent years we have made significant investments to reduce our carbon footprint. These include the following initiatives: <ul style="list-style-type: none"> <li>• Installing 6,308 solar panels at our Hatfield Integration Center at a cost of approximately £1.2 million; installing 1,764 solar panels at our Kerpen Integration Center and installing 2,016 solar panels over our Kerpen car park spaces at a cost of approximately €1 million. Combined, these will result in annual power generation of approx. 3.3 million kWh and the reduction in Scope 2 emissions of approximately 1,100 tonnes, based on a combination of UK and German conversion factors.</li> <li>• Installing a further 1,200 solar panels on the roof of our Livermore Integration Center, which will complete in 2022, and is expected to generate 750,000 kWh and reduce Scope 2 emissions by 140 tonnes, based on local conversion factors.</li> <li>• Purchasing 'green' electricity across our UK and Germany businesses at an incremental cost of £100,000, resulting in emissions reductions of 4,953 tonnes.</li> <li>• Introducing electric vans in some of our logistics business areas and electric cars.</li> <li>• Acquisition of our RDC Circular Services subsidiary.</li> </ul> <p>Overall, our GHG emissions are now 21 per cent of the 2015 number.</p>
Internal carbon prices	While we have not introduced internal carbon pricing across our business as a whole, from 1 October 2021, we have introduced an internal levy of £10/€12/\$14 per flight or hotel booking for the United Kingdom, France, Germany, Spain, Belgium and the United States, to purchase carbon credits each year to offset the CO <sub>2</sub> e emissions generated from these activities.
Remuneration	For the year ended 31 December 2021, no executive discretionary bonus was linked to climate considerations, other than the Group Finance Director, who has one objective related to climate change management. However, this is being kept under review by the Remuneration Committee.

## Principal offices

Computacenter plc  
Sustainability Report 2021

### UK and Group headquarters

Computacenter plc  
Hatfield Avenue  
Hatfield  
Hertfordshire  
AL10 9TW  
United Kingdom  
Tel: +44 [0] 1707 631000

### Belgium

Computacenter NV/SA  
Ikaroslaan 31  
B-1930 Zaventem  
Belgium  
Tel: +32 [0] 2 704 9411

### France

Computacenter France SAS  
229 rue de la Belle Étoile  
ZI Paris Nord II  
BP 52387  
95943 Roissy CDG Cedex  
France  
Tel: +33 [0] 1 48 17 41 00

### Germany

Computacenter AG & Co. oHG  
Computacenter Park 1  
50170 Kerpen  
Germany  
Tel: +49 [0] 2273 5970

Computacenter AG  
Kattenbug 2  
50667 Köln  
Germany  
Tel: +49 [0] 22142 07430

Computacenter Germany AG & Co. oHG  
Werner-Eckert-Str. 16-18  
81829 München  
Germany  
Tel: +49 [0] 8945 7120

### Hungary

Computacenter Services Kft  
Haller Gardens, Building D. 1st Floor  
Soroksári út 30-34  
Budapest 1095  
Hungary  
Tel: +36 1 777 7488

### India

Computacenter India Private Limited,  
4th Floor, Purva Premiere,  
Residency Road,  
Bangalore 560025  
India  
Tel: +91 95386 11122

### Malaysia

Computacenter Services [Malaysia] Sdn Bhd  
Level 9, Tower 1  
Puchong Financial Corporate Centre  
Jalan Puteri 1/2, Bandar Puteri  
47100 Puchong  
Selangor Darul Ehsan  
Malaysia  
Tel: +603 7724 9626

### Mexico

Computacenter México S.A. de C.V.  
Av. Paseo de la Reforma, No. 412-5  
Col. Juárez  
Delegación Cuauhtémoc  
CP 06600  
México City  
México  
Tel: +52 [55] 6844 0700

### Netherlands

Computacenter B.V.  
Gondel 1  
1186 MJ Amstelveen  
Netherlands  
Tel: +31 [0] 88 435 8000

### Romania

Computacenter Services S.R.L.  
Stables Office  
20A Onisifor Ghibu  
Record Park  
Cluj-Napoca, CJ 400185  
Romania

### South Africa

Computacenter [Pty] Ltd  
Building 1  
Klein D'Aria Estate  
97 Jip de Jager Drive  
Bellville, 7530  
Cape Town  
South Africa  
Tel: +27 [0] 21 957 4900

### Spain

Computacenter Services [Iberia] S.L.U.  
Carrer de Sancho De Avila 52-58  
08018 Barcelona  
Spain  
Tel: +34 936 207 000

### Switzerland

Computacenter AG  
Riedstrasse 14  
CH-8953 Dietikon  
Switzerland  
Tel: +41 [0] 43 322 40 80

### USA

Computacenter [U.S.], Inc.  
17th Floor, 462 7th Avenue  
New York, NY 10018  
United States of America  
Tel: +1 800-228-8324

Computacenter United States Inc.  
1 University Avenue  
Suite 102, Westwood  
MA 02090  
United States of America  
Tel: +1 800-228-8324

Pivot Technology Solutions, Inc.  
6026 The Corner Parkway, Suite 100  
Norcross, GA 30092  
United States of America  
Tel: +1 800-228-8324

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

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

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