![softcat]

2025
Sustainability Report

Contents

We are Softcat

Softcat PLC is the UK's largest value-added reseller of IT infrastructure. We deliver to both the corporate and public sectors, supplying bespoke and innovative end-to-end technology solutions designed to complement and assist the workforce.

In the last financial year, we generated revenue of almost £1.5bn and a gross invoiced income of £3.6bn.

We aim to be the leading IT infrastructure solutions provider. We deliver outstanding service to our customers, and we gauge our success through core business goals that prioritise customer excellence and employee satisfaction.

We are a successful business. We believe that a significant factor in that success is our commitment to our planet and its people, and to supporting our customers on their socially responsible journeys.

Our purpose
To help customers use technology to succeed, by putting our employees first.

Our vision
To be the leading IT infrastructure product and services provider in terms of employee engagement, customer satisfaction and shareholder returns.

About this report

This is our fourth sustainability report. Covering our financial year report period of 1 August 2024 to 31 July 2025, it details our sustainability strategy, the targets we set to achieve our sustainability ambitions, and our progress against those targets.

The report shares our actions across a broad range of environmental and social sustainability touchpoints, from emissions and circularity to social value, employee engagement and the charitable and voluntary work of our people, frequently via our employee resource groups.

ESG data tables and indices in this report present the key qualitative and quantitative ESG business metrics and information recorded by our business and which are also applicable to prominent ESG standards and frameworks. As noted at page 16, we have also aligned the content in this year's report with the EU Sustainability Reporting Standards.

2,768 Employees

OUR CUSTOMERS
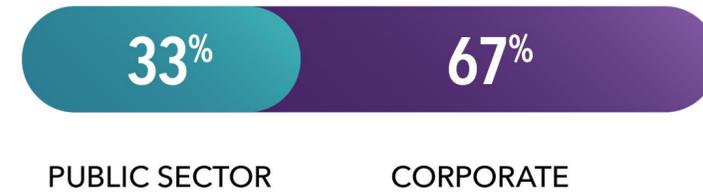
33% PUBLIC SECTOR **67%** CORPORATE

NPS MAY 2025 **64**

GLOBAL OFFICES

Ireland   UK   Netherlands
Canada   Germany
USA

Hong Kong

Singapore

Australia

88% Employee engagement

10,186 CORPORATE AND PUBLIC SECTOR CUSTOMERS

98% Customer satisfaction

Partnerships, affiliations and accreditations

Canalys
Our partnership with Canalys gives us access to channel and tech analysis, global data, and key events to continue to grow our business.

CDP (Carbon Disclosure Project)
Each year, we submit our environmental disclosure survey to CDP. This process ensures we remain vigilant and transparent in our progress towards net zero.

Disability Confident Employer
The Disability Confident scheme promotes change within business, encouraging organisations to think differently about disability. Our accreditation is recognition that we are 'Disability Confident Committed'.

EcoVadis
EcoVadis assesses four key business themes: environment, labour and human rights, ethics, and sustainable procurement. We have submitted to EcoVadis annually since FY14.

HP Amplify Impact Award 2023
The Amplify Impact Global Leader Award recognises the partner who demonstrates the best overall sustainability performance.

ISO 14001 – Environmental Management
ISO 14001 is an internationally agreed standard that sets out the requirements for an environmental management system. Our compliance means we use resources efficiently and reduce waste where possible.

ISO 50001 – Energy Management
The ISO 50001 framework requirements mean we have a robust policy for optimising energy use, with clear targets and objectives.

Lenovo Accelerate – ESG Partner of the Year
Softcat received two awards at Lenovo's partner event, Accelerate. We were awarded 'As One Partner of the Year', and 'ESG Partner of the Year'.

Microsoft Partner Pledge
Softcat has signed up to the Microsoft Partner Pledge to contribute to the industry's sustainability journey; working together to make digital innovation a force for good. The initiative aims to grow more tech talent, enhance diversity and inclusion, and help to deliver a sustainable world.

Race at Work Charter
As a signatory, we are dedicated to transparency, zero tolerance of discrimination, tackling ethnic disparities, and race inclusion allyship.

Science Based Targets Initiative (SBTi)
Softcat was the first IT company in Europe to have its net zero targets approved by SBTi. We continue to work tirelessly towards reaching our goals.

Social Mobility Pledge
This pledge guides us to be a truly purpose-led organisation, committed to social mobility through our apprenticeship opportunities, our recruitment process and our work with schools.

Support the Goals
A 5-star rating recognises Softcat's commitment to the Sustainable Development Goals and puts us in the top 4% of businesses for SDG support.

Techies Go Green
Softcat is part of this movement of IT and tech-oriented companies who are committed to decarbonisation and boosting verifiable sustainability.

UN (United Nations) Global Compact
Softcat is a signatory of the UN Global Compact, an initiative driven by CEO commitments to implement universal sustainability principles and achieve the UN Sustainable Development Goals.

Living Wage Foundation
We are an accredited Living Wage Employer and benchmark what we pay against Living Wage requirements.

A message from our CEO

FY2025 was another year of record performance for Softcat. Once again, sustainability played a pivotal role in that performance.

Over the past few years, we have made significant progress on our sustainability journey. We have established our 10 in 10 plan, the roadmap which supports our ambition to achieve net zero by 2040, and we have started to achieve elements of it. We have embedded circularity at every stage of the customer offering, including this year making Managed Device Lifecycle services our second PAS 2060-certified service. And we have opened three new offices that encompass everything we believe sustainability should be.

We have also continued our efforts to engage our people, to listen to what they're telling us, to champion our values and celebrate difference through our employee networks and community groups.

We do all the above because when we put our people and planet first, we help our customers succeed. And because our ambition for our customers knows no limits, neither does our drive to operate more sustainably.

For this reason, we have changed the way we report this year to align more closely with the EU Sustainability Reporting Standards (ESRS), even though we are not within the scope of the EU Corporate Sustainability Reporting Directive (CSRD) that would make such reporting mandatory.

We are also looking ahead to develop more detailed plans to transition to net zero. In the coming year we will be reassessing our material targets to ensure our sustainability actions remain in line with our stakeholders' needs and expectations. We will also be taking further steps towards achieving our outstanding 10 in 10 targets.

As ever, it is our people, our partners and our customers who will take us on the next stage of our journey.

When we put our people and planet first, we help our customers succeed.

Graham Charlton
Chief Executive Officer

Industry recognition

Once again, Softcat's work in social and environmental sustainability has gained widespread industry acclaim. Recognition included:

CRN Women and Diversity Awards 2024
- Woman of the Year
- Cultural Inclusion company of the Year
- Marketing Employee of the Year

CRN Sustainability in Tech Awards 2025
- Green Product/Service of the Year
- Net Zero Project of the Year

Cisco Partner Summit – October 2024
- UK&I Sustainability Partner of the Year

Great Place to Work
Listed in the 2025 UK Super Large category for:
- Best Workplaces
- Best Workplaces for Development
- Best Workplaces for Wellbeing
- Best Workplaces for Women

Glassdoor Annual Employees' Choice Awards
Best Places to Work 2025

WORK180
Endorsed Employer for all Women

[1] Time Magazine. (2025) World's Most Sustainable Companies of 2025. | [2] Financial Times. (2025) Europe's Climate Leaders 2025: interactive listing

Climate Leaders

Softcat ranked 185th globally on TIME's[1] list for 2025, moving up 100 places from the previous year. This recognition highlights significant progress in sustainability and ESG performance. The Financial Times[2] has listed Softcat as one of Europe's Climate Leaders for 2025. Both lists had rigorous methodology, including reductions in Scope 1 and 2 GHG emissions, SBTi targets, and value chains.

> **Softcat's continuing recognition for its commitment to sustainability in the IT industry is a source of immense pride. Although we have won a number of awards over the years, it is never easy to stay ahead — it really is an all-company effort.**

John Gladstone
Sustainability Lead

The impact of technology

The impact of technology

Technology sits at the core of achieving around many of the UN Sustainable Development Goals (SDGs). However, we recognise that, from the resources and energy it consumes, to the impact it has on people, jobs and lives, its contribution is not always positive.

As a leading voice in the IT infrastructure, product and services industry, we believe we have a responsibility to amplify the positive contribution tech can make, while recognising – then controlling, mitigating and minimising – the negative side. That tension is especially clear in relation to AI.

AI's impact on people

AI adoption continues to have the potential to deliver 20-30% gains in 'productivity, speed to market and revenue'[3]. 56% of AI experts believe AI will have a very, or somewhat, positive impact over the next 20 years[4]. From healthcare to finance to education, perceptions of AI's contribution from those within the tech industry remains largely positive.

Public opinion, however, does not reflect the optimism of AI experts, particularly in relation to democracy, journalism and their own jobs.

AI is expected to have a significant impact on the world of work, with those who perform cognitive tasks rather than manual ones most likely to be affected. AI will be a disruptor, changing some roles while creating new ones[5]. Yet even at its peak, analysis suggests job displacement may be relatively modest, certainly when compared with job losses over the past decade and the relative size of the overall workforce[6].

AI will be a disrupter, changing some roles while creating new ones.

[3] PwC. (2025) 'AI predictions'.
[4] Pew Research Center. (2024) 'Public and expert predictions for AI's next 20 years'.
[5] The British Academy (2018) 'AI and work: evidence synthesis'.
[6] Tony Blair Institute for Global Change (2024) 'The impact of AI on the labour market'.

AI and energy

Technology is inevitably reliant on energy. AI is hungrier still, using around 33 times more energy than machines running task-specific software, according to Cornell University research[7]. The head of National Grid has said that the UK's electricity demand from data centres will rise six-fold in the next ten years.

We are pleased to see that the UK is developing its plans to align clean energy generation with AI infrastructure needs[8], but there remains a clear and urgent need for every country to go further and faster.

AI and the environment

Increased energy demands are driving a data centre 'land grab', the growing frequency with which land close to power infrastructure is being used for data centres. The environmental considerations of this expansion are compounded by the need for water.

According to the World Economic Forum, by 2027, AI-driven data centres could be consuming 1.7 trillion gallons of water globally[9]. The growth in data centres is already having an impact on water supplies in some areas. To date, however, water stress has not been sufficiently accounted for in establishing new centres.

As the Department of Engineering Science at the University of Oxford[10] noted, "We do not give water enough value".

As 2.2 billion people continue to lack access to safe drinking water[11], tech must find new ways to limit its need for water and mitigate the impact of the water it cannot avoid using.

Land use and water consumption form only part of AI's environmental impact. Mining the rare earth minerals and other metals (e.g. gold, copper, silicon, cobalt, lithium) used in printed circuits, batteries, microchips and transformers presents contamination risks to land, water and air – and often to the individuals involved in recovering them.

Technology and waste

Electronic waste (e-waste) production has grown five times faster than recycling rates since 2010[12]. Recycling remains part of the answer, but real progress lies in reusing, refurbishing and reassembling – using existing tech and components for longer as part of a true circular economy approach, so we discard less.

[7] Cornell University. (2024). Power Hungry Processing: Watts driving the cost of AI deployment?
[8] UK Government. (2025) 'AI Energy Council to ensure UK's energy infrastructure ready for AI revolution'.
[9] World Economic Forum. (2024) 'Circular water solutions: sustainable data centres'.
[10] University of Oxford. (2021) 'The true cost of water-guzzling data centres'.
[11] United Nations. 'Water and sanitation'.
[12] Global E-waste Monitor. (2024) 'The Global E-waste Monitor 2024'.

Our approach to sustainability

Our sustainability vision

We strive for a sustainable future and one where our people and our planet can prosper.

A strategy led by the Sustainable Development Goals

Since we first began reporting on sustainability, Softcat has been guided by the SDGs. Agreed by all United Nations members in 2015, they remain the world's blueprint for sustainable action.

The SDGs are set to expire in 2030 but our responsibility to our customers, our people and our planet will continue. Softcat therefore finds itself at a point of transition. This financial year, we continue to use the SDGs as the roadmap for our environmental and social strategy, backed by our material topics (see page 12).

During the next financial year, however, we will reframe our strategy. We explore this in greater detail below.

Our priority goals

Of the 17 SDGs, some are more directly applicable to Softcat than others. Our strategy is, therefore, guided by the following six priority SDGs.

Environmental sustainability

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
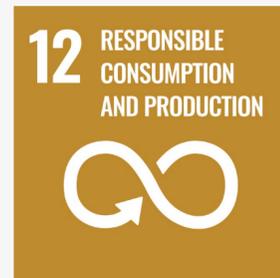
Ensure sustainable consumption and production patterns.

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

Social sustainability

5 GENDER EQUALITY

Achieve gender equality and empower all women to achieve their goals.

10 REDUCED INEQUALITIES

Reduce inequality within and among countries.

Governance and organisational sustainability

8 DECENT WORK AND ECONOMIC GROWTH
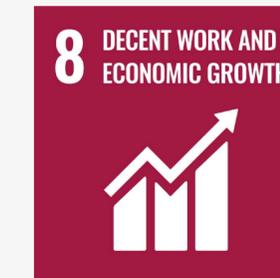
Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

17 PARTNERSHIPS FOR THE GOALS

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Preparing to reassess our material ESG topics

In addition to the SDGs that guide Softcat's environmental and social strategy, in 2023 we assessed a range of topics to determine how material they were to our business and to internal and external stakeholders.

The results of this materiality assessment, developed through surveys and interviews with suppliers, partners, vendors, and customers, have informed Softcat's strategy and approach, effectively acting as a check and balance on our SDG-led strategy.

In FY2026 we will complete a new materiality assessment (often referred to as a double materiality assessment) in line with the Global Reporting Initiative (GRI) and the European Sustainability Reporting Standards (ESRS). The assessment will explore the following:

- **Financial materiality:** The risks particular sustainability issues present to our business.
- **Impact materiality:** The impact Softcat has on particular sustainability issues.

Our next sustainability report will use the topics identified in this assessment to frame our strategy, supported by our existing priority SDGs.

Importance to stakeholders

- Health & wellbeing
- Data privacy & protection
- Ethical behaviour

Critical
Needs active management

- Diversity & inclusion
- Cyber security
- Climate action
- Developing talent

Very Important
Actively monitoring

- Recruitment & retention
- Technological innovation
- Sustainable solutions
- Resource consumption
- Electronic waste

- responsible supply chain
- Energy efficiency
- Economic performance

Important
Tracking

- Digital device

Impact on our business

Our governance framework

For more on sustainability governance at Softcat, see the 2025 Annual Report.

Read the 2025 Annual Report

Board

Overall strategic direction

Sustainability Committee (see pages 94 and 95 in the 2025 Annual Report)

Board-delegated responsibility for oversight of sustainability strategy, policy and actions

Audit and Risk Committee

Oversees financial reporting, internal controls, risk management, compliance, and external audit processes

Remuneration Committee

Sets and oversees executive pay, bonuses, incentives, and fair remuneration policies companywide.

ESG Leadership Team

Meeting twice annually to share updates and ensure the ESG pillars are aligned and working to deliver sustainability across the organisation

Environmental Team

The environmental team is responsible for delivering environmental sustainability across the organisation, working to the '3S' framework

Social Team

The social sustainability team is responsible for delivering social sustainability (including employee communities, charity and volunteering)

Governance Team

The governance team includes members of the Company Secretarial, Risk and Assurance, Legal and IT teams

Green team

Employee Networks & Community Groups

Building for a sustainable future

This reporting year, Softcat relocated three offices designed and built with health and sustainability at their core.

Each close to our previous locations in Birmingham, London and Bristol, the new immersive, collaborative workspaces are a major step forward in terms of sustainable design, circularity, wellbeing, energy consumption, transport, inclusion and more. All meet ambitious building certifications such as SKA (RICS) and Fitwel, as well as numerous sustainable design standards (see page 15).

(see page 15)

> **These new spaces embody our commitment to equipping our teams with exceptional resources and environments, ensuring Softcat's continued success.**
>
> Rebecca Monk, *Chief People Officer*

Birmingham

The Billiards Building was our first office to carry Softcat's new brand colours and logo. More than 3,000 sq. ft. larger than its predecessor, the new building has been designed to boost employee productivity, wellbeing and enjoyment of the work environment. The office reuses assets from our previous Birmingham site, including furniture and IT equipment, and uses green energy wherever it can.

London

The St. Botolph Building in Houndsditch is Softcat's new London home. An expansion in terms of both size and vision, the new office is 22,000 sq. ft larger than our previous base. Designed to support our people-first culture, it features individual focus rooms, a full bank of electric standing desks, a serene wellbeing room and multifaith room, a quiet library area, a fun gaming zone, and a physical IT help desk.

Bristol

Our move to the Halo Building added 3,000 sq. ft. to our Bristol base, bringing the total additional space from our office relocations to 28,000 sq. ft. With lots of cycle spaces and just a few minutes from rail and bus hubs, the new office encourages the team to reduce the carbon footprint of their travel to and from work. Wellbeing is supported through quiet-working desks, a multifaith room, a dedicated wellbeing space, gaming area, shower and fully-stocked changing room.

Setting new standards for leased offices

As part of our office leasing strategy, we are prioritising gas-free properties where possible which meet some of the industry's leading construction and operational certification standards. These include:

BREEAM

The Building Research Establishment Environmental Assessment Method (BREEAM) assesses buildings based on sustainability criteria such as energy use, materials, and ecological impact. We will target base buildings with BREEAM certification.
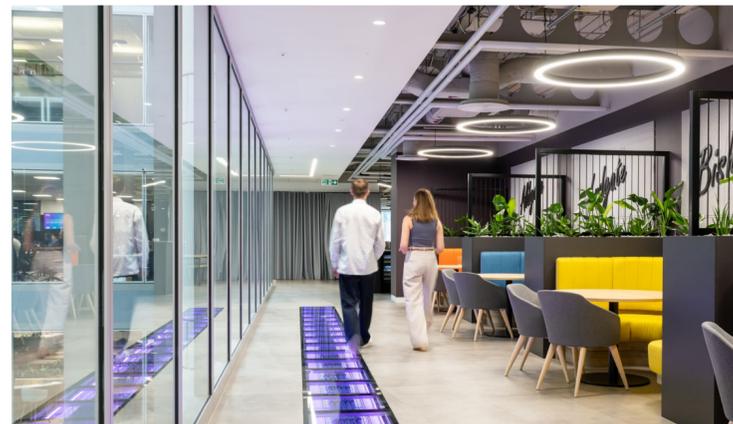
LEED

Developed by the US Green Building Council, Leadership in Energy and Environmental Design (LEED) focuses on energy efficiency, water conservation, and sustainable materials.

Fitwel

The globally recognised certification system that promotes health and wellbeing in buildings. It evaluates design strategies that enhance occupant health, such as improving air quality, encouraging physical activity and fostering mental wellbeing. We aim to achieve Fitwel certification for all new offices.

SKA

Developed by the Royal Institution of Chartered Surveyors (RICS), SKA focuses on the sustainability of fit-out projects, particularly in areas such as energy efficiency, waste management and environmental impact. We will target Silver or Gold SKA ratings for all new offices or relocations.

Assurance

All emissions data within this report has been assured by global certification body NQA in accordance with ISO 14064-1. **Read our verification statement here under ESG.**

Evolving our approach

Sustainability continues to be of growing importance to our customers, investors, suppliers and colleagues. It is vital, therefore, that our stakeholders can trust the information we provide, and that we ensure our sustainability reporting is clear, transparent and rigorous, meeting all required standards and regulations.

Softcat's scale means that we are not currently within the scope of the EU Corporate Sustainability Reporting Directive (CSRD) – which was designed to improve the quality and consistency of corporate sustainability reporting.

Yet we believe the directive's requirement for open, transparent reporting aligns with our values and approach. We have therefore aligned content in this report with the EU Sustainability Reporting Standards (ESRS), the reporting guidelines that companies must follow to meet the requirements of CSRD. We reference ESRS standards against relevant sections of this report.

We continue to evaluate and evolve our approach to sustainability to ensure alignment with UK and EU requirements and best reporting practice.

Environmental
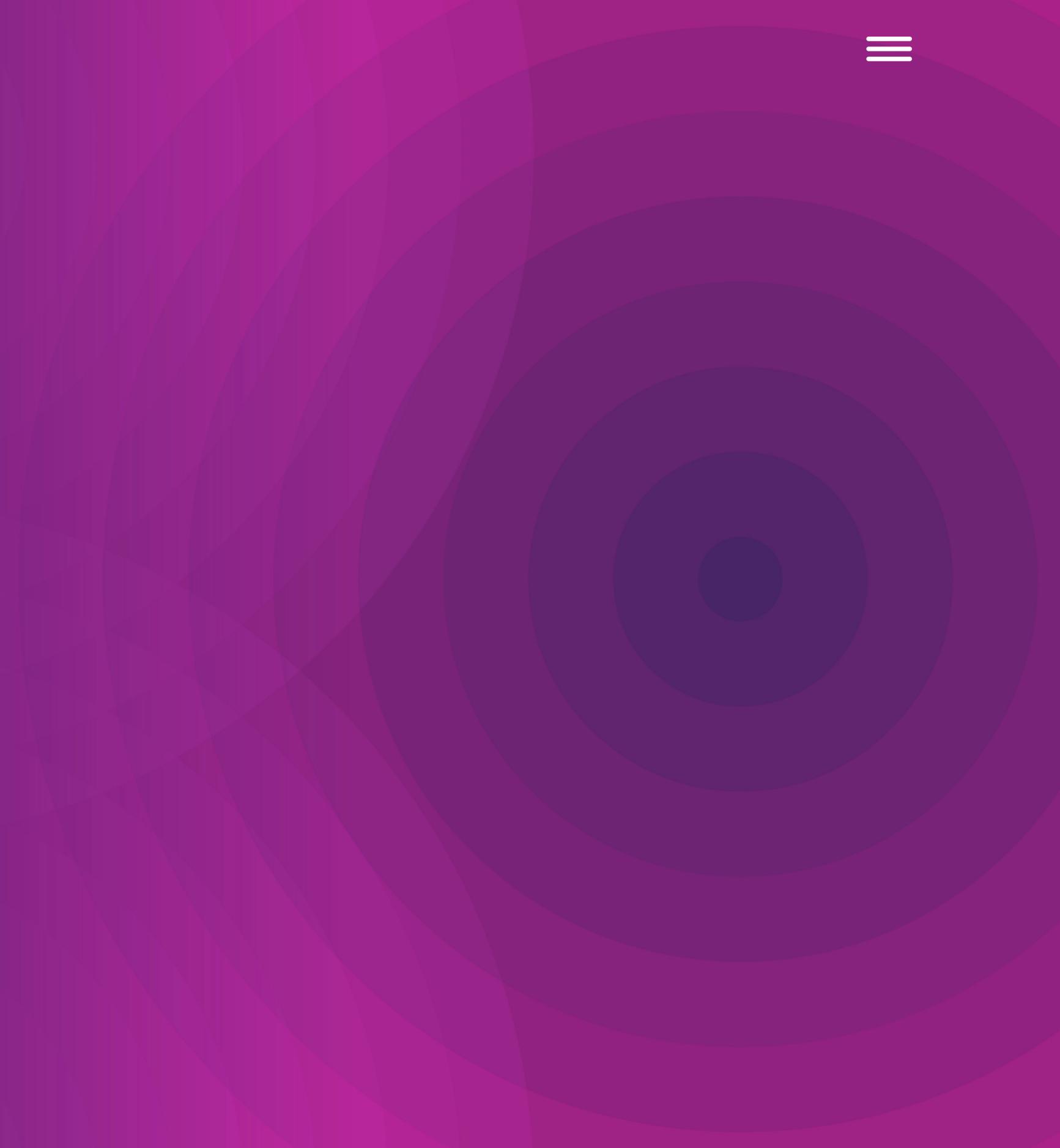
Climate change

Introduction

Our ambition is to be a net-zero organisation by 2040 – ten years ahead of the deadline set by the UK government.

This is a challenging target. This year, our Scope 3 emissions have increased. Our Scope 1 emissions have increased significantly for reasons explained in this section (page 22).

Yet there are many encouraging signs. We have eliminated our Scope 2 emissions. Emissions intensity, which measures emissions while taking account of growth, has fallen. Our 10 in 10 plan (see page 21) is driving us towards our net-zero goal. In combination, our efforts are having a material and award-winning effect.

Connecting environmental performance with pay

Executive Director remuneration is an important aspect of our environmental strategy. Evidence from across industry indicates that organisations which link executive pay with environmental factors:

- Incentivise leadership action
- Embed and align sustainability with strategy
- Foster a stronger culture of sustainability
- Enhance corporate ESG ratings[13]

Since FY2023, Softcat's Remuneration Committee has determined that remuneration practices for our Executive Directors should include an assessment of performance against some of our key environmental targets and actions.

For Softcat's CEO and CFO, a bonus of 20% of their salary is based on non-financial metrics, including specific environment-related objectives and performance. Part of the criteria for achieving this bonus is continual improvement in the reporting, verification and assurance of carbon emissions data.

Details of the above are set out in the annual bonus plan for Executive Directors.

Our impacts, risks, and opportunities

In the UK, the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 (UK CFD) requires publicly listed and large private organisations to make disclosures relating to climate-related risks and opportunities.

Our disclosures meet the requirements of the Financial Conduct Authority's (FCA) Listing Rule 6.6.6R in respect of the recommended disclosures from the Task Force on Climate-related Financial Disclosures (TCFD).

Our CFD submission uses the outputs from our materiality assessment and our priority SDGs as its base. Our full climate-related financial disclosures are set out in our 2025 Annual Report[14].

We have concluded that we fully comply with ten of the eleven recommended disclosures, an improvement on the nine reported last year.

Climate-based scenario analysis

In line with the CFD, since 2022 we have conducted annual climate scenario analyses to better understand the potential impacts and opportunities for Softcat against possible climate futures.

This year we have updated the scenarios, analysing the potential financial impact of a range of physical risks (such as the increased frequency of weather events), transition risks (e.g. the cost of transitioning to low-carbon technology) and opportunities (e.g. developing new sustainability offerings based on evolving needs in the market) over the short, medium and long term.

Our analysis identified no major or catastrophic net risk exposures in the short term but did identify opportunities, which we continue to explore and develop.

Following our review, we do not envisage that adaptation and transition to a lower-carbon world will require a fundamental shift in the way we do business or a major change to our business model. Nor do we envisage that we will need to make major divestments, acquisitions or other significant capital allocation decisions to take climate change into consideration.

For full details of our climate scenario analysis, see the 2025 Annual Report.

Read the 2025 Annual Report

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[13] Chen Zhu, Xue Liu, Dong Chen, Yuanyuan Yue, Executive compensation and corporate sustainability: Evidence from ESG ratings, Heliyon, Volume 10, Issue 12, 2024, e32943, SSN 2405-8440 | [14] Softcat. (2025) 'Annual Report'

Policies

Our Environmental and Energy Policy Statement[15] supports Softcat's goals to decarbonise our supply chain, minimise our impact on the environment and add value to our staff, partners, and customers' environmental ambitions.

The statement sets out 13 commitments which include:
- Setting and reviewing environmental and energy objectives and targets according to our sustainability framework and maintaining the carbon reduction plan.
- Continually improving our environmental and energy performance, and
- Looking to minimise the use of energy and natural resources and maximise the use of renewable energy sources.

We intend to issue an updated version of the statement in FY2026.

[15] Softcat. (2023) 'Environmental and Energy Policy Statement V1'
[16] IT Channel Oxygen. (2024) 'Softcat CEO: We're just getting started'.

Our actions

This reporting year, we have started to see the full effect of the carbon reduction initiatives we have put in place over the past few years. Replacing the company's vehicle fleet with electric vehicles (EVs), installing solar panels at our Marlow HQ, and using renewable energy to power our offices (via renewable electricity tariffs or Energy Attribute Certificates - EACs) have helped to mitigate and even eliminate emissions related to the energy and fuel required to run our direct operations. The solar panels at our HQ in Marlow go beyond reducing emissions and allow us to generate our own energy on site. Our transition to 100% renewable energy has won awards (see bottom right).

Based on most recent calculations and approximations, our initiatives are saving (or are estimated to save) significant amounts of carbon:
- Solar panel installation – 40 tCO_2e
- Switching to a wholly EV company car fleet – 61.25 t CO_2e
- Renewable energy mix – 378.8 tCO_2e

Investment has been an essential element of all our carbon reduction and sustainability initiatives and we have dedicated budgets for specific energy saving and reduction projects, broader sustainability initiatives, and also for company-wide sustainability training.

Next steps include tackling emissions in our services and value chain and involving our people in making a real difference.

Aligning on net zero – Softcat Partner Forum 2024

In December 2024, 350 attendees from 75 Softcat partners and customers came together at CodeNode, London, for Softcat's Partner Forum. Our Sustainability Symposium was a major part of the event, bringing together leaders to collaborate on driving better environmental and social outcomes in the IT channel.

As reported in IT Channel Oxygen[16], Business Transformation Director, Alastair Wynn discussed Softcat's work in encouraging suppliers to follow its lead and sign up to science-based carbon reduction targets:

"Seven of Softcat's top 100 vendors, distributors and services partners have had their targets approved by the SBTi, with a further 16 having set targets.

We need to make sure that every single partner we operate with has some net-zero commitments that ideally align with ours."

Softcat celebrates double award win at CRN Sustainability in Tech Awards

In February 2025, Softcat won two awards at the CRN Sustainability in Tech Awards. Held at BAFTA Piccadilly, we took home the Green Product/ Service of the Year Award for our work creating PAS 2060 carbon neutral services (see below/ right etc) and Net-Zero Project of the Year for completing our transition to 100% renewable energy across all our locations, entirely eliminating our Scope 2 emissions.

Managed Device Lifecycle becomes our second PAS 2060-certified service

Our Managed Device Lifecycle (MDL) service ensures our customers' new starters – and those moving within their businesses – always have the right device at the right time, configured and managed throughout the product lifecycle.

The MDL service is one of our most carbon intensive. Prioritising it was an important factor in achieving carbon neutrality for our existing services, one of our 10 in 10 targets.

As with the Softcat Cisco Support Service, certified earlier in FY2025, it was also important to seek PAS 2060 certification as a way of offering independent, British Standards Institution assurance of carbon neutrality to our customers, who are under increasing pressure to work with sustainable organisations across their supply chains.

What is a carbon neutral service?

A carbon neutral service is one for which all the emissions generated in its delivery have been calculated, with a carbon reduction plan developed to address them. In the case of our MDL service, we have offset 213 tCO_2e emissions – the equivalent of travelling 1,522,516 km in a car – using a carbon removal project.

Softcat launches supply chain biodiversity partnership

Softcat has joined forces with 13 suppliers in a pioneering biodiversity partnership, 'Nature Connect', believed to be the first collaboration of its kind in our industry.

For the first event, 30 Softcat and supplier partner team members spent a day working with the Chiltern Rangers in High Wycombe. Together, they improved the health of the local chalk stream by clearing litter and overgrown vegetation, constructing berms, and building bird boxes.

To continue the partnership, every supplier partner has sponsored a Buckley's Bees beehive to complement the 10 already sponsored by Softcat.

Bonded by biodiversity

Our partners in this initiative are:

DEKOM · greensafe intelligent IT · VIRTUOSO PARTNERS · perspicuity · IGNITION An Exclusive Networks Company · e92plus · EXCLUSIVE NETWORKS · infinigate · TD SYNNEX · CLIMB CHANNEL SOLUTIONS · Restore Technology · kite · VENTURE 1

A Green Week of action

Every June, Green Week at Softcat coincides with World Environment Day, a day of awareness, action and visibly reinforcing our commitment to our sustainability goals. Softcat team members got involved in numerous ways:

- We hosted a Q&A with renowned BBC documentary maker and wildlife photographer Gordon Buchanan who spoke about his work preserving our natural world.
- Local offices held their own cleanups, volunteering efforts and waste reduction initiatives.
- As part of our commitment to reducing e-waste across our organisation, the Sustainability Team and this year's intern group created tech waste bins for each of our offices. These allow colleagues to responsibly clear their electronic clutter from home.
- We held a sustainability quiz, with the chance to win a £100 shopping voucher for a sustainable outdoor brand.
- We held eco swap shops for books in our Newcastle and Dublin offices, and for clothes in Manchester, Leeds, South Coast and Marlow.

Goals and progress

Emissions	Goal	Status
Scope 1 and 2	40% reduction by 2030	In progress
Scope 3	45% reduction by 2030	In progress
Scope 1, 2 and 3	90% reduction by 2040	In progress

We aim to achieve a 45% reduction in gross emissions by 2030 and a 90% reduction on gross emissions (that is, net-zero GHG emissions across our value chain) by 2040 (both based on FY2021 baseline). In 2022, our targets for net zero were approved by the SBTi.

Helping us to achieve net zero by 2040 – ten years ahead of the deadline set by the UK Government – is our 10 in 10 carbon reduction plan. This Softcat Board approved plan sets out ten targets. We will need further actions and the ongoing support of our vendors for their net zero journeys to align to our net zero goal of 2040. For this reason, the Softcat Sustainability Committee acknowledges that achieving our goal by 2040 is ambitious but challenging.

In 2023 we completed the migration of the entire fleet of pool cars to EV. In 2024, we ensured 100% of the energy we use is renewable.

In FY2025, we have introduced a second accredited carbon neutral service (see page 20) and are now migrating those PAS 2060-accredited services to the ISO 14068-1 standard, which replaces PAS 2060.

Our complete 10 in 10 targets are as follows:

Year	Target	Progress
2022	Softcat to be carbon neutral across Scopes 1,2 and 3 (FERA, Employee Commuting, Business Travel, Waste).	Complete
2023	Migration to 100% EV pool Fleet.	Complete
2024	100% Renewable Electricity across all locations.	Complete
2025	Managed Supply Chain (75% of revenue with SBTI or Net Zero target).	In Progress
2026	Softcat 'Certified Carbon Neutral' services - PAS2060 services migrated to new ISO 14068-1 standard.	In Progress
2027	100% of deliveries to be completed using low emissions delivery services.	In Progress
2028	>80% of customers to purchase sustainable products or services.	In Progress
2029	All suppliers and partners to use 100% renewable electricity across their UK operations.	In Progress
2030	40% reduction scope 1 & 2 and 45% reduction of scope 3 emissions.	In Progress
2031	Zero to landfill across Softcat UK locations.	In Progress

Powering our offices and mitigating emissions

We continue to power our offices using 100% renewable electricity where possible. The solar panels installed at our Marlow HQ generated 162MWh of electricity (equivalent to the energy needs of 4,700 average houses), about 20% of the office's requirement.

For the remainder, and for all our other offices, we buy electricity using a green (renewable) tariff. Where we cannot do this, due either to availability or contractual restrictions, we buy unbundled EACs to invest an equivalent amount of energy in renewable infrastructure.

In FY2025, Softcat's Scope 2 market-based emissions (that is, indirect greenhouse gas emissions resulting from the purchase of electricity, steam, heat, or cooling) prior to applying EACs were 88 tCO2e, a reduction of 14% on FY2024. Applying the EACs has reduced them to zero.

We continue to work to reduce gas usage in our offices through alternative heating technology. Our new, energy efficient offices (see page 15) take us a step closer in this respect and their impact should be clear by our next report.

Our greenhouse gas emissions

Overall market-based greenhouse gas (GHG) emissions in FY2025 amounted to 363,223.56 tCO$_2$e, a 6% increase on FY2024.

Scopes 1 and 2

Our Scope 1 emissions (that is, the direct GHG emissions released from sources we own or control) increased between FY2024 and FY2025. This was largely driven by outcomes from annual mechanical equipment maintenance at our Marlow office and the temporary overlap caused by relocating three offices, which briefly increased the number of office locations.

We are, however, pleased to report that, having completed the switch to an entirely EV pool fleet, our mobile combustion emissions have been reduced to zero.

Scope 2 emissions reduced again in FY2025 and we have purchased renewable energy contracts and EACs to account for the remaining energy consumed at our sites worldwide. This has brought our market-based Scope 2 emissions to zero.

Scope 3

Reporting our FY2025 Scope 3 emissions (that is, indirect GHG emissions in our value chain not included in Scopes 1 or 2) first required the recalculation of figures for FY2024 to address some historical miscalculations. Using these recalculated figures, our Scope 3 emissions increased by 6% between FY2024 and FY2025. 98.7% of emissions come from two categories: purchased goods and services, and use of sold products.

Hardware is the most material driver of emissions across all categories, affecting emissions in purchased goods and services, upstream transportation and distribution, and use of sold products. It is responsible for 49% of emissions overall. Although hardware sales increased in FY2025, the impact on emissions has been less significant due to the composition of goods being sold.
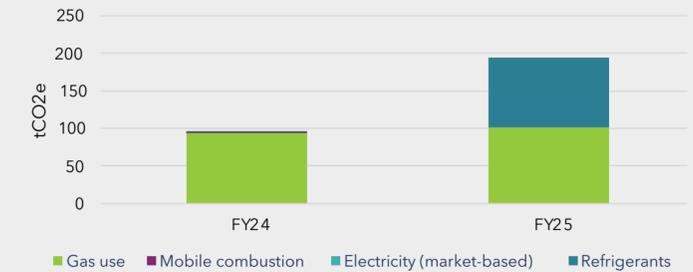
Software and services account for a further 48% of emissions, an impact driven by an 18% growth in software and services sales.

Increases in emissions deriving from goods for resale were mitigated by a 19% reduction in use of sold products, largely driven by grid decarbonisation. This means that, despite selling more products (thereby increasing emissions for that category), those products are increasingly powered by renewables, mitigating emissions impact. This highlights how external initiatives (e.g. grid decarbonisation) can impact Softcat's emissions.

Although overall emissions have increased, emissions intensity (that is, the amount of GHG when measured against a specific metric) has decreased.

Across all three scopes, emissions intensity by employee has fallen by 2% between FY2024 and FY2025 and intensity by revenue has fallen by 16%, indicating that, even as Softcat continues to grow, we are still making progress in emissions reduction against business growth.

Comparing Softcat's FY24 and FY25 scope 1 and 2 emissions

Legend: Gas use ■ Mobile combustion ■ Electricity (market-based) ■ Refrigerants

Total FY25 emissions breakdown by GHG category

- ■ Purchased goods and services (85%)
- ■ Use of sold products (13%)
- ■ Employee commuting (0.6%)
- ■ Business travel (0.5%)
- ■ Stationary combustion (>0.1%)
- ■ Fugitive emissions (>0.1%)
- ■ Fuel and energy-related activities (>0.1%)
- ■ Upstream transportation and distribution (>0.1%)
- ■ End-of-life treatment of sold products (>0.1%)
- ■ Waste generated in operations (>0.1%)
- ■ Mobile combustion (>0.1%)
- ■ Purchased energy (market-based - after EACs) (0%)
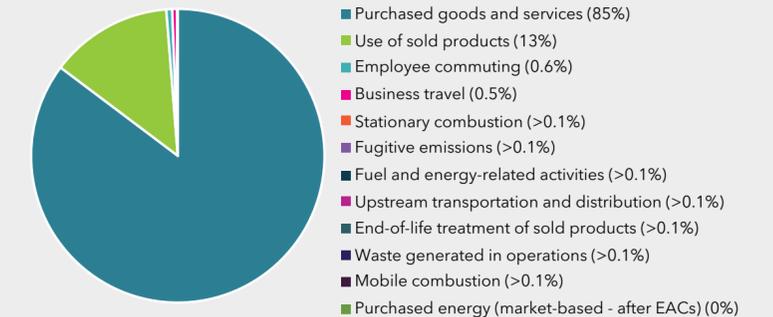
Comparing Softcat's FY24 and FY25 scope 3 emissions

- ■ Purchased goods and services
- ■ Capital goods
- ■ Fuel and energy-related activities
- ■ Upstream transportation and distribution
- ■ Waste generated in operations
- ■ Business travel
- ■ Employee commuting
- ■ Use of sold products
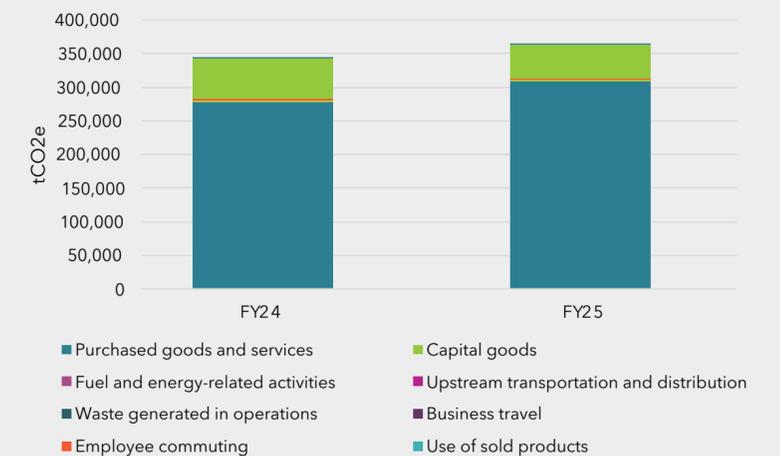
FY2025 emissions in summary

Scopes 1, 2 & 3

	FY23	FY24	FY25	%Change FY2024-FY25
Scope 1	184.19	95.62	196.20	105.18
Scope 2 (location-based)	378.80	311.61	297.81	-4.42
Scope 2 (market-based)*	0	0	0	0
Scope 3	357,285.98	342,719.74	363,027.36	5.92
Purchased goods and services	291,567.88	278,563.05	309,727.85	11.18
Fuel and energy-related activities	52.59	43.00	47.31	10.02
Upstream transportation and distribution	184.19	24.62	41.03	66.65
Business travel	849.44	1,350.14	1,881.93	39.38
Employee commuting	896.67	2,308.20	2,362.14	2.33
Waste	3.80	14.35	26.45	84.32
Use of sold products	63,602.07	60,380.00	48,909.00	-18.99
End-of-life treatment of sold goods	129.36	36.32	31.66	-12.83
Total emissions market-based	**357,470.17**	**342,815.36**	**363,223.56**	**5.95**
Total emissions location-based	**357,848.97**	**343,126.97**	**363,521.37**	**5.94**

All figures in tCO_2e. Change calculated between FY2024 and FY2025.
* Scope 2 (market-based) emissions are 0 tCO_2e as we purchased renewable energy credits.

Our emissions have been calculated using the GHG Protocol Corporate Accounting and Reporting Standard, together with the latest emission factors from DEFRA and other third-party sources where necessary. Recalculation of figures for FY2024 have occurred to address historical miscalculations.

	FY23	FY24	FY25	%Change FY2024-FY25
Total emissions intensity (tCO_2e/Employee)	154	137	135	-2
Total emissions intensity (tCO_2e/£m)	139	120	100	-16

Internal carbon pricing

Organisations use internal carbon pricing to assign a monetary value to their greenhouse gas emissions. This is a voluntary measure designed to influence business decisions and prepare for future regulations.

We do not currently use any internal carbon pricing. In 2024, however, we began a review of internal carbon pricing and the role it may play within the business. Work is continuing on this, particularly regarding its potential to drive additional positive behaviours/decision making that further reduce our impact on climate change.

Circular economy

Realising the true meaning of circular

All technology has a lifecycle, the journey from creation to expiry. As tech advancements have accelerated, lifecycles have shrunk, creating a challenge we must face. In an industry which consumes resources faster than ever to create products that are in service for shorter periods, how do we redress the balance?

The answer lies in understanding the true scale and scope of circularity, and the opportunities it offers. Circularity is more than recycling and it encompasses more than devices. It is the repair, refurbishment, repurposing and reselling of every part of every device, from cable to cabinet.

The better we can implement circular economy practices throughout our value chain – through sustainable purchasing, takeback schemes, reuse, recycling, remanufacturing and more – the more Softcat, our customers, suppliers, partners and the planet all stand to benefit.

[17] TBL Services. 'TBL Services'.
[18] ADISA Certification. 'ADISA Certification'.
[19] UN Global Compact. 'UN Global Compact'.

Opportunities, impacts and risks in circularity

Opportunities
The opportunities for us in circularity are numerous. It is a service we offer our customers, a driver of revenue, and a way of ensuring responsible, efficient use of resources.

Waste is one aspect of our Scope 3 emissions over which we can exert control. The more we grow circularity within the business, the less waste we produce and the more we reduce our Scope 3 emissions.

Risks
The risk in circularity lies in not offering a solution that is attractive to customers while supporting our market competitiveness. Our position as a reseller offers advantages and disadvantages in this respect. We may benefit from hardware increasingly following an 'as a service' model. Alternatively, if this leads manufacturers to assume greater control of their products' lifecycle and asset disposal, it may present a risk.

The potential for reporting errors and mistakes presents another risk. We have always been transparent about the waste we sort and divert from landfill. We understand that the trust we have built depends on the continued accuracy

of our compliance and reporting, something that becomes increasingly challenging as regulations surrounding asset disposal, hazardous waste licences etc. become more arduous and complex.

Impacts
The potential positive financial and reputational impact of getting our approach to circularity right is significant. It is, therefore, increasingly important that we report back to our customers, explaining our role as a responsible reseller and provider of technology.

To do that, we need to continue refining our strategy and KPIs to ensure they align with our (and our customers') goals. We also need to continue educating everyone within the business who is engaged in the processes that support circularity at Softcat.

For example, all employees take mandatory environmental training which covers waste guidance. As we improve and increase waste streams, we also need to upscale and improve the knowledge within our workforce to keep pace and ensure we minimise the risk of waste sorting errors.

We recognise the need to better understand the opportunities in circularity and the importance of staying abreast of industry changes. To that end, we continue to work with sustainability partners

TBL[17], accreditation body ADISA[18] and the UN Global Compact[19] to identify and understand evolving opportunities, risks and impacts.

How we offer circularity to our customers

Pre-offering:
We offer reused and refurbished equipment to customers, extending the life of existing technology and reducing the demand on resources, materials and energy in creating new equipment. As we can offer reused tech at a reduced price point, this also enables us to work with new customers who may be brought within scope by the lower price.

In-offering:
Our Managed Device Lifecycle service (delivered by Softcat and our partners) helps customers extend the life of equipment, enabling them to benefit from emissions avoidance and cost savings.

Post-offering:
There are further opportunities for us in offering buybacks and trade-ins which enable us to refurbish, remanufacture and resell equipment, bringing us closer to our 2034 aspiration of recovering a kilogram of IT hardware for every kilogram we sell.

Policies that support circularity

Our ESG Policy includes information relating to waste in operations, while our Sustainable Procurement Policy includes a statement regarding our suppliers offering sustainable solutions.

In addition, our ISO 14001 certification gives us an established framework to support our work in reducing environmental impacts, including electrical waste.

Making circularity reality

Within our own business and in those of our customers, we are working to ensure that circularity has a real and meaningful impact. Two key aspirations relate to our circularity efforts:

- We aim to send zero waste to landfill by 2031, one of our 10 in 10 plan ambitions.
- We aim to recover a kilogram of IT hardware for every kilogram we sell by 2034.

We explore these in greater detail below.

Encouraging circularity in our customers' businesses

Delivering the pre-, in- and post-offering circularity our customers need (see page 24) takes specialist expertise.

The expiry of a manufacturer's warranty, for example, does not mean a piece of equipment is at the end of its life. A dedicated Softcat team works with customers to offer third party support to extend the life of technology.

At end of life, our Supply Chain Service teams work with specialists in each solution and services department to manage buybacks and disposals, enabling customers to take responsibility for their used equipment.

By making refurbished and remanufactured technology a significant part of our provision to customers, we help them manage costs, boost their own sustainability and improve the state of technology in their own businesses. This helps them drive greater productivity from technology, as evidenced by our recent work for the NHS.

Driving circularity and cutting costs in the NHS

Digital transformation in the NHS is vital for enhancing the efficiency and effectiveness of healthcare services and patient care. The NHS' use of obsolete technology has historically been a major block on improvement.

Now, however, thanks to a £1.5 billion framework agreement with Softcat, the NHS is set to benefit from a technological transformation that also supports the organisation's commitment to sustainability by significantly reducing the environmental impact of technology procurement.

Through the Tech Devices – Link 4 framework agreement, the NHS will receive a wide range of tech equipment, including carbon-neutral remanufactured and refurbished laptops. Supplied via Softcat and key partners, the refurbished laptops are the highest quality non-new laptops on the market and will make a significant contribution towards the NHS' ESG goals, without compromising IT requirements.

Supporting circularity with our partners, suppliers and vendors

We want to support our partners, suppliers and vendors in developing sustainability strategies. Circularity is a major part of this, and we have a dedicated Sustainability Success Manager whose role is to engage partners and work with them to find solutions.

An example of this is packaging. As part of extended producer responsibility (EPR), the government-led requirement to ensure packaging is more easily recyclable, we are ensuring that any distributor who consolidates or ships equipment on our behalf uses 100% recycled materials for packaging.

Through the Sustainability Success Manager, we collaborate with distributors, helping them first to reduce packaging and then ensure that any remaining packaging is 100% recycled.

Softcat and GreensafeIT ship +350 refurbished devices to Africa

Our collaborations in circularity have an impact beyond our customers and partners. Discover the difference we and partner GreensafeIT made to our chosen charity Lyra in Africa on page 39.

Reducing waste within Softcat

One of our 10 in 10 ambitions is to send zero waste to landfill (see page 21). A key element in achieving this is improving data quality across our office locations – switching modelling for real, office-specific data and working with supplier partners to increase waste streams (for example, by including glass and dry mix recycling) and improve sorting. This enables a corresponding improvement in the accuracy of our waste collection and processing data.

We are also placing renewed focus on waste carrier licences (a requirement of ISO 14001 certification), ensuring every site sees every carrier licence for each individual waste stream.

Finally, and for the first time this year, we are weighing and reporting on confidential waste.

Growing the opportunity

Softcat's Partner Forum (see page 19) publicly highlighted the importance of circularity as a core part of our business model.

"One in nine mobile phones are currently circular. I don't think we're anywhere near that level in laptops, but I see no reason why we can't be. We've got to look at this through a different dimension than selling old or refurbished rather than new. It's a different market; it's additive. We want to make sure we can grow the opportunity size rather than replace current mechanisms."
- Alastair Wynn, Business Transformation Director, Softcat

Asset disposition in FY2025

We have continued to work closely with our partners to ensure our IT asset disposition (ITAD) processes are not only secure, responsible and compliant, but make a real difference in keeping technology and components in use and out of landfill.

Please note As an illustration of the impact of our commitment to reuse and reselling, the following data relates to just one of our suppliers. We continue to develop our data gathering to include all suppliers.

Asset type	Resold – Qty	Resold – Weight (Kg)	Recycled – Qty	Recycled – Weight (Kg)
Desktops	4,278	38,374	1,125	10,091
Laptops/Tablets	28,193	41,170	3,775	5,513
Printers/photocopiers	526	5,066	47	453
Monitors	4,582	77,894	1,224	20,808
Servers/storage/network	427	13,152	140	2,380
Misc/HDD	12,832	11,464	16,197	14,470
Total	**50,838**	**187,120**	**22,508**	**53,715**

Improving digital sustainability in government

Softcat is a member of the Government Digital Sustainability Alliance (GDSA), established to improve digital sustainability outcomes for the UK government and its supply chain. Circular economy is one of the GDSA's four working groups and we support its work through our guidance and expertise.

73,346
Total units processed

69.31%
Resold for reuse

30.69%
Recycled

Social

Social

A major factor in Softcat's success is our deep commitment to our people and our culture.

In this section, we explore how we are supporting, recognising, rewarding and protecting our people.

Our material topics

When we asked stakeholders to tell us about the social topics they believed were most relevant to our business, they chose:

- Diversity and inclusion
- Developing talent
- Ethical behaviour
- Health and wellbeing
- Recruitment and retention

Our social strategy aligns with SDGs:

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

Driven by our values

| Fun | Responsibility | Community | Intelligence | Passion |

| **People and community** | **Economy and education** | **Diversity and inclusion** |

| **Health and wellbeing** | **Community and charity** | **Providing jobs** | **Education and skills** | **Equal opportunity** | **Developing our workforce** |

Provide employees with opportunity to improve their overall wellbeing, create healthy working relationships and a flexible working environment to balance work and life commitments.

Build partnerships and empower our employees to engage in activities to support our charities and communities that make a difference by volunteering and fundraising.

Work collaboratively with agencies, schools, colleges, universities, and the wider community to ensure our roles are accessible to all.

Inspire the next generation into the IT industry and excite our employees to gain new skills to develop their careers.

Reduce the employment gap and tackle workforce inequality by ensuring our internal processes allow us to attract, retain and promote diverse talent.

A workforce that is reflective of the customers we serve and by providing opportunities internally to create a management and leadership team that is reflective of our overall workforce.
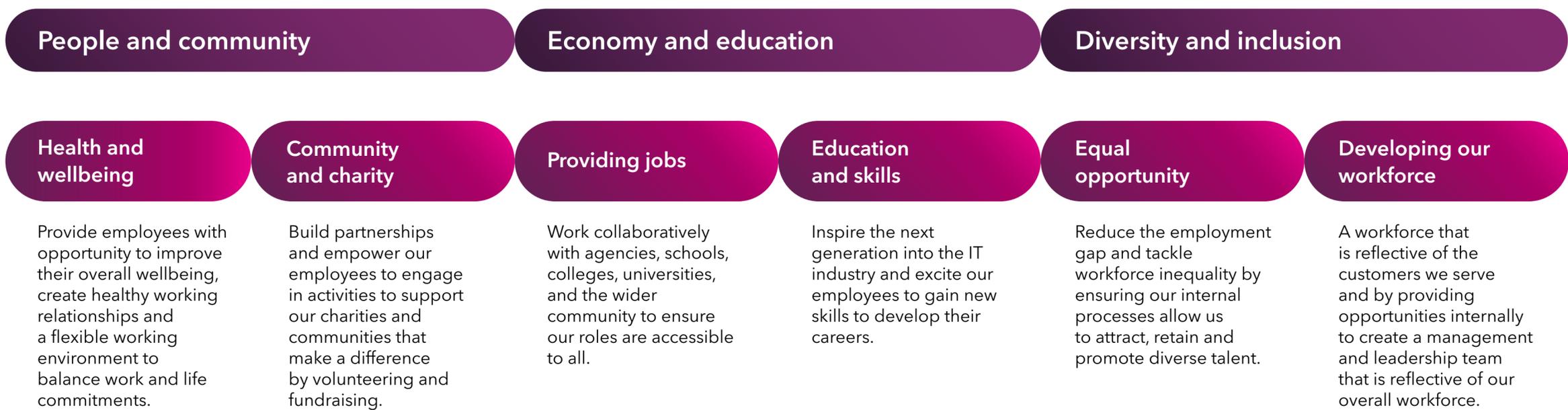
Our people

A profile of our people

Softcat delivers its IT infrastructure, products and services via a team which comprises the following:
- Full-time and part-time employees
- Permanent, fixed-term employees
- Permanent, fixed-term contractors on payroll
- Day-rate contractors
- Hourly-waged temporary workers

Protecting our people

As a hybrid working organisation, our people generally operate between office and home. They are not, therefore, subjected to any physical risks or dangers beyond those typically associated with any office-based business (i.e. posture, repetitive strain and other consequences of sedentary work). We encourage employees to visit our customers, partners and the wider IT channel. Employees also attend external events. Both present risks associated with travel, but we do not view these as being any greater than for regular commuting.

Stress, pressure and managing work-life balance do impact our people from time to time. Sales team members may feel greater stress and pressure than their colleagues because of the target-driven nature of their work. We have numerous measures in place to help mitigate and manage these, including home working, flexible working and a strong focus on mental health and wellbeing (see page 31).

Our Safeguarding Policy offers additional protections for apprentices and work experience students (see page 37) to take account of their lack of experience in the work environment.

Our policies

We have developed a comprehensive suite of policies designed to meet a broad range of employee needs and circumstances which includes:
- Flexible Working Policy
- Carers Policy
- Trans Inclusion Policy
- Equality and Diversity Policy
- Menopause Policy
- Paternity Policy
- Maternity Policy
- Parental Leave Policy
- Parental Bereavement Policy
- Pregnancy Loss Policy
- Family Leave Policy
- Adoption Policy
- Grievance Policy
- Health & Safety Policy
- Mental Health Policy
- Safeguarding Policy
- Inclusive Hiring Policy
- Workation Policy (see right)
- Speak up Policy
- Anti-Harassment and Bullying Policy

Our policies are designed to be self-contained and easy to apply or use. Guidance for individuals about how to apply, refer, or raise an issue regarding anything contained within a policy is usually contained within the policy document. For most policies, this is supplemented by a separate guide for managers which provides details of how they should respond to requests, queries and applications.

Workation:
A policy to combine work and wellbeing

Our new Workation Policy gives Softcat colleagues the chance to work remotely from a selection of locations across the world, enabling them to combine work and leisure to enhance their work-life balance and overall wellbeing.

The policy is just one example of the way we are working to provide a flexible, supportive working environment for all employees.

Giving all our colleagues a say

We operate an open culture that gives our people numerous informal routes to share thoughts and ideas or ask questions.

We also have several formal routes of engagement for Softcat team members who wish to raise specific issues, grievances or queries, or to air their views.

These include:
- The annual Softcat employee engagement survey (EES)
- The quarterly management survey (QMS)
- Conversation forums
- Line manager/HR referral
- Contact details contained in each of our policies
- Speak Up, our whistleblowing hotline for anyone wishing to raise issues securely and confidentially.
- Softcat's Network & Community groups

We want our people to feel comfortable in using the above mechanisms. It is management's responsibility to create the environment and culture to enable this, and our Chief People Officer has ultimate responsibility for it.

Employee engagement survey (EES)

We conducted our latest annual employee satisfaction survey in October 2024, achieving an overall employee engagement score of 88%, with an 'excellent' employee net promoter score ('eNPS') of 55. An eNPS is a measure of how likely our people are to recommend working with us. The score can range from -100 to 100. eNPS scores above 50 are considered excellent.

> **Overall, Softcat really is a great place to work. Yes, there are some areas that can be improved, but that's the point of surveys like this.**
>
> **Employee engagement survey comment**

Quarterly management survey (QMS)

We send the QMS to approximately 450 employees with people management responsibilities. The results give us a quarterly pulse on how our managers and their teams are feeling and creates a platform for continuous improvement.

We share a breakdown of the survey results with our senior leadership team who are individually scored by the managers for the value they are providing to the organisation.

The Softcat Board discusses the output of both surveys annually (in the case of the EES) and quarterly (for the QMS). The eNPS metric is a factor in the Executive Directors' annual bonus.

This year we sought feedback from management survey recipients about how they engage with the survey. We subsequently modified two questions to make them clearer, improving validity of results and further demonstrating our commitment to listening to our people and taking meaningful action.

Next steps in employee engagement
This year we introduced an Employee Engagement Lead, a role dedicated to maintaining and improving engagement at Softcat. Over the next 12 months, the Lead will be building our employee experience strategy.

We also invest in market-leading employee engagement platform (Qualtrics[20]) which enables us to streamline and centralise platforms and cross-analyse customer and employee data sets.

> **Fantastic place to work. The people, the work-life balance, the atmosphere in the offices. I never dread coming to work, which has never happened before in another workplace.**
>
> **Employee engagement survey comment**

[20] Qualtrics. 'Employee engagement'.

How we deal with employee concerns

We want Softcat to be an open, supportive environment for all employees. If they have concerns, employees are encouraged to raise them so that their line manager, or another senior manager, can support them to resolve the issue informally. If the matter requires more of a formal process, the Grievance Policy is followed and employees are supported to reach a prompt resolution.

Generally, this involves raising concerns with a appropriately senior and impartial manager, who will then work with People Business Partners to conduct any required research or investigation before reaching a conclusion and feeding back to the individual raising the matter.

If any themes emerge from anonymous EES or QMS feedback, the People Business Partner and Employee Engagement Team will collaborate with the relevant Leadership Team member to investigate the issues and address them.

We believe our employee engagement score and excellent eNPS, both drawn from our EES (which had a completion rate of 87%), indicate a strong degree of employee confidence in these and other processes.

This is backed by the findings of our QMS.

Making a positive impact on our people

We are committed to supporting the health and wellbeing of our people and offer a wide range of support to ensure we have a positive impact on their lives. Initiatives include the following:

Launching 'Your benefits'

In FY2025, Softcat launched a new, easy-to-navigate benefits platform, 'Your benefits', which better supports our employees across four wellbeing pillars:

- **Life:** Navigate your work-life balance
- **Mind:** Support your mental wellbeing and development
- **Body:** Opportunities to maintain a healthy body
- **Social:** Socialise and have fun with your colleagues, family, and friends

Each annual enrolment year we host taster sessions with our benefit providers to enable our people to explore the benefits on offer before they enrol. Feedback has been extremely positive, particularly regarding the enhanced value of the cycle-to-work scheme (increased from £1,000 to £3,000 in the UK and €1000 to €1500 in ROI) and the inclusion of partner cover for UK colleagues in the healthcare cash plan. Previously, this was a paid-for add-on.

Championing better mental health

Our mental health first aiders (MHFAs) are trained to promote mental health awareness and provide support and assistance to anyone experiencing mental health challenges. They play a crucial role in promoting mental wellbeing across the organisation.

Their work is backed by our Mental Health Policy which signposts support available to colleagues.

In FY2025, eight employees undertook the two-day MHFA course, bringing our total qualified MHFAs across all office locations to 24.

11 MHFAs also undertook 'Understanding suicide intervention' training during the reporting period.

A month of mental health

We promote good mental health throughout the year, but Mental Health Awareness Month (MHAW) in May was an opportunity for renewed focus. The month's highlights included:

- **Stepping to it:** More than 295 colleagues signed up for our step count competition, completing more than 763 hours of activity and walking +4,565km across the week.

- **The power of exercise:** Sheli McCoy, Sabre from TV's Gladiators, joined MHFA Nathan Adlard to talk about her experiences of domestic abuse and the positive impact of exercise on her wellbeing.
- **The power of community:** This virtual session with psychologist Suzy Reading explored the benefit of community connections in building mental resilience.
- **Overcoming difficult times:** This internal panel session looked at the support available to colleagues from our communities.

During the rest of the year, we maintained focus on mental health through the following activities:

- Hosting sessions with MHFAs to help managers better support their team's mental wellbeing.
- Inviting colleagues to attend wellbeing sessions on topics including stress, anxiety and burnout. Hosted by our health partner Vitality, 2025 highlights saw sessions with Olympian Jessica Ennis-Hill and presenter Gabby Logan on the changing face of women's sport.
- Adding a mental health page to our intranet, Softcat Central, which ran content on preventing burnout and managing stress and anxiety.

Employee Assistance Programme

In April we launched our new Employee Assistance Programme (EAP) with provider, TELUS Health. The programme offers a range of confidential support, including counselling, to help employees navigate life challenges. Support tools include:

- TELUS Health One, an online platform with self-guided, tailored support and resources to boost wellbeing.
- Work and life solutions such as family support, legal and financial help, health coaching, and nutritional advice.
- App-based tools to help with health monitoring, mental health tracking, stress reduction, improving sleep quality and focus.

Tailoring our support for better health

We recognise that our people have different needs. So, in addition to the ability to tailor EAP and Your benefits to individual needs, each of our offices runs local initiatives to support their teams. Details differ depending on office needs, but include gym memberships and free on-site doctors who visit offices each week to support those unable to get convenient appointments with their own GPs.

More ways to be recognised

Employee recognition, driven by our values (see page 28), remains a core element of Softcat's culture.

Recognition at Softcat takes many forms, from Spotlight hub acknowledgement for employees who live our values, to numerous incentive trips that reward exceptional performance.

Our company Kick Off event is a big 'thank you' for our +2,700 employees at the NEC Birmingham, which is also where we celebrate our annual company awards.

Employees of the Month and Quarter reward colleagues who embody our values, with popular Lunch of the Quarter recognition for our high performers.

Our next EES will include a new question focused on meaningful recognition, helping us track our efforts and progress. Additionally, the Great Places to Work survey provides another way to assess whether our staff feel valued.

Diversity and inclusion

Softcat's commitment to diversity and inclusion (D&I) remains unwavering. To emphasise that position, we have recently restructured the D&I team to ensure it aligns more strategically with our talent acquisition team. Rachel Cowell, our Head of Diversity, Inclusion and Talent Acquisition, sits on the leadership team while, for the first time, we have made D&I responsibility a role in its own right (rather than a hybrid role) with the appointment of new D&I Lead, Keisha Ffrench.

Speaking to IT Channel Oxygen about the possible influence of D&I changes in US[21], Rachel said: "Organisations need to stand true to themselves. D&I is so embedded into everything we stand for in terms of employee engagement and our culture [at Softcat], why would we dial back?"

Introducing Softcat's first D&I Lead

Earlier this year, D&I Lead Keisha Ffrench spoke to CRN about her journey in the channel, the lessons learned at Softcat, and how the company is growing alongside its employees.

Read her interview

Keisha Ffrench
D&I Lead

Goals and progress

Goals	Status
Gender workforce mix of 40% women by 2030.	In progress
Increase ethnic minority representation in management and leadership roles	In progress

21 IT Channel Oxygen. (2025) 'Why would we dial back? Softcat makes DEI pledge as it waves off Davies'.

Increasing representation in our business

In FY2024, 36% of employees at Softcat were women. In FY2025, that figure increased to 37% bringing us closer to our goal of 40% by 2030.

17% of our employees were from an ethnic background at the end of FY2024. By the end of FY2025, that figure had increased to 18%.

In leadership roles, 40% of the Senior Leadership Team were women in FY2024 and we have had a majority female Board for the last three years. In FY2025, Senior Leadership Team female representation increased to 44%.

Representation among new starters

Women launching their Softcat careers in sales operations and business operations roles are in the majority, accounting for almost two thirds of roles in the latter business function. At 29%, women are by far in the minority in technical roles, although even this is well ahead of the UK average of 21%[22].

Ethnic representation among new entrants is highest in technical and sales operations roles, 37% and 33% respectively. In contrast, sales and commercial disciplines have the lowest levels of ethnic representation, at around 20%.

Women at Softcat

36% FY24

37% FY25
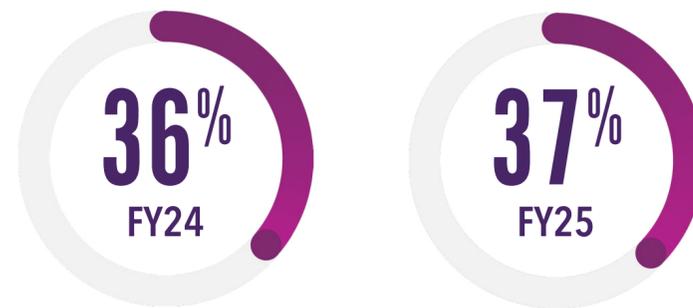
Ethnic representation at Softcat

17% FY24

18% FY25

Our employee resource groups – a year of action

Throughout the year, our employee resource groups work to bring to life our commitment to D&I. Softcat has continued to support the events organised by our networks and community groups. In appreciation of their work, and to recognise their impact on Softcat's culture, our latest celebration day reflected on achievements from FY2025, discussed goals for FY2026, and included an 'Inclusion for All' workshop and team-building activity.

Empowering Disability and Neurodiversity (EDN)

Empowers and supports colleagues through education and awareness of disability, neurodiversity or long-term health conditions, helping the Softcat community embrace what makes people different and unique.

Neurodiversity Celebration Week, EDN network's flagship campaign of the year, is a global initiative designed to challenge stereotypes about neurological difference.

Events and sessions this year included:

1 A Q&A with media personality Sam Thompson, who is known for speaking openly about his ADHD diagnosis. The session was in collaboration with TSG, our Elite Microsoft Dynamics and Sage partner.

2 A panel session with Softcat's Women in Business network (WIB) focused on diagnosing neurodiversity in women, featuring Softcat employees sharing personal stories.

3 A short quiz to test employees' neurodiversity knowledge, with prizes including fidget pens and Bose noise cancelling headphones.

[22] UK Government. (2025) 'Diversity in UK tech: executive summary'.

In February, we celebrated LGBTQ+ History Month, partnering with Exertis and BCS for an event focused on advancing LGBTQ+ inclusion in technology. The event featured workshops and panels on creating diverse teams and discussing the future of organisational LGBTQ+ inclusion.

Pride

Pride creates a supportive, inclusive work environment for all sexual orientations, gender identities and marginalised or under-represented LGBTQ+ groups.

During this year's Pride Month, our network was guided by the theme of activism and social change. Events and activities were a celebration of the progress made by the LGBTQ+ community in the UK, and a recognition of the ongoing fight for equality and representation. Events included:

- Joining the London Pride parade, alongside HP. Microsoft also sponsored a networking event after the parade in our London office, with food, drinks and entertainment.
- A social event for our core Pride network, hosted by Distology in Manchester.
- A talk with HP, featuring Ella Morgan from Married at First Sight UK. Ella was the first openly transgender bride on the show, and she shared her story with network members.

Ethnic and Cultural Diversity (EC)

Celebrates, educates, and collaborates on topics and important events relating to our culturally diverse Softcat community. Black History Month is a significant celebration for both our UK and US offices. Although falling in different months – October in the UK and February in the US – the EC network and office leads planned inclusive ways for everyone to take part and learn more. These included:

- Hosting a speaker session with ex-footballer and Sky Sports presenter Anton Ferdinand. The session covered Anton's experience as a Black footballer in the UK and his ongoing work fighting racism.
- An insightful visit to the National Museum of African American History and Culture for US colleagues in the Arlington office.
- Also this year, we celebrated Lunar New Year with an origami workshop and traditional Chinese food, in collaboration with VIQU Recruitment, 11:11 Systems, and Perspicuity.

Women in Business

Dedicated to creating a thought provoking, motivating and inspirational environment that focusses on women's experiences and building an inclusive community.

International Women's Day is WIB network's biggest campaign of the year. Supported and endorsed by our CFO, Katy Mecklenburgh, events in FY2025 included:

- A virtual Q&A with TV and radio presenter Gabby Logan, in collaboration with Lenovo.
- Bespoke panel sessions for our WIB streams: Commercial, Sales Operations, Sales, Business Operations and Tech. These included talks on money and finances, career role models, and career progression.
- We spotlighted challenges faced in women's health, focusing on endometriosis.

Softcat women celebrate success at the CRN Women and Diversity in Channel Awards

The awards, held at The Brewery in London, recognise and celebrate women's achievements and contributions to the technology channel. This year, Softcat celebrated three wins:

- **Woman of the Year**
  - Debra Coady
- **Graduate/Apprentice of the Year**
  - Juliana Cabral
- **Marketing Employee of the Year**
  - Fiona Cooke

Three more Softcat women were highly commended in their categories:

- **Helen Gidney** (nominated for Technical Employee of the Year)
- **Alice Barker** (nominated for Role Model of the Year)
- **Alix Whiteway** (nominated for Manager of the Year)

We also won Inclusion Company of the Year for the second consecutive year and were highly commended in the Equitable Place to Work and Championing Diversity award categories.

> It was another fantastic evening last night celebrating women and diversity in the channel. These awards have been brilliant in highlighting the phenomenal and diverse talent across the industry.

Rachel Cowell
Head of Diversity, Inclusion and Talent Acquisition

The Family Network

Ensures that, as an organisation, we focus on creating a culture that enables our employees to balance family commitments with work responsibilities.

Across the year, the network organised sessions and activities to support employees with a range of family structures and experiences. Initiatives included:

- A children's Christmas party in our Marlow office.
- A 'bring your child to work day' across our Manchester and Marlow offices for children aged 7-13.
- A creative felting workshop and in-person meet up for those in our Bereavement community group.
- A campaign for Baby Loss Awareness Week which included football matches that raised money for bereavement charity Sands. We also hosted an information session with Sands and gave colleagues the opportunity to share personal stories.
- Launching a swap shop for employees to swap baby clothes, toys, nappies, accessories and more.
- Panel sessions with expert external speakers on topics such as starting school, the impact of social media on kids, and children's mental health.

[23] Great Place to Work. (2025)
'Best workplaces: development'.

Paying a Living Wage

We are committed to paying a Living Wage and remain an accredited Living Wage Employer. We continue to regularly benchmark what we pay against Living Wage requirements and we also ensure our subcontractors are paid the Living Wage.

We are working with our supplier partners to encourage them to pay the Living Wage to their staff and subcontractors.

Developing our people

Our commitment to developing our people is clear. Support starts early – evidenced by our shortlisting for best large apprentice employer at the National Apprentice Awards, The Learning Awards and The Apprentice Guide Awards. It continues at every stage of their careers, leading to our being ranked No.6 in the UK's Best Workplaces for Development 2025[23].

Career and personal development support is led by our dedicated Learning & Development (L&D) team, with a mission to give every employee opportunities to learn and grow.

This year we have made further investment in the L&D team by appointing a dedicated L&D executive to support our multinational L&D offering, and an employee to support the adoption of Microsoft Copilot across the business.

Early careers

Many of our new starters each year are school and university leavers. We have a responsibility to support their personal and career development as they enter the workforce, and our dedicated early careers training programmes are vital in inducting them in a way that sets them up for future success. This year, 56% of our apprentices were awarded a distinction on completion of their programmes, our highest ever number of distinctions. We were voted No.1 Best Apprentice Employer in IT & Consultancy by Rate My Apprenticeship and have recently been ranked 49th in the Top 100 Apprenticeship Employers 2025 by the Department for Education, the first time we have featured on this prestigious list.

Expanding our upskilling apprenticeships

We are pleased to have seen an increase in employees undertaking upskill apprenticeships this year and have responded by adding new qualifications to our portfolio. Latest courses include:

- Intelligence analyst
- Chartered manager
- Data-driven professional

We will continue to maximise our use of the apprenticeship levy by encouraging more employees to take advantage of upskill apprenticeships. We currently have 28 learners on the programme (Level 3 to Level 7) across all areas of the business, with a 97% completion rate. 87% of participants receive distinctions.

#6 In the UK's Best Workplaces for Development 2025

56% highest ever apprenticeship distinctions

Voted **#1** Best Apprentice Employer in IT & Consultancy

Top **50** Apprenticeship Employers 2025

Senior leader for a week
When Madina Sadaf, Cyber Security Apprentice, shadowed the Senior Leadership Team (SLT), she was able to share her ideas and first-person insight on the apprenticeship programme with them.

63
apprentices hired
in FY2025

96%
average offer rate
post-apprenticeship
programme

49%
retained Softcat
apprentices

100%
interns offered fast-
track opportunities
(2023-24 & 2024-25)

97%
upskilling
apprenticeship
completion rate

87%
upskilling
apprenticeship
distinctions awarded

Creating the next generation of Softcat leaders

During the reporting year, two more cohorts graduated from our Leadership Foundations Programme. This programme for mid-level managers is now firmly cemented as our flagship leadership programme. Since launch, just under 50% of participants have been promoted into leadership roles.

Our Leadership Development Programme (for senior-level leaders) also welcomed a new cohort in October 2025. Both programmes, delivered by our Senior Leadership Team, give the next generation of Softcat leaders the core skills, knowledge and confidence to support our ongoing success.

Work experience: discovering a future in technology with Softcat

We recognise the importance of giving young people work experience that helps them build confidence and gain real-life exposure to professional environments. Each year, Softcat welcomes students to spend a week exploring the business and the channel to discover the career opportunities available in tech.

Work experience is also a key part of our commitment to social mobility, early careers engagement, and community impact, and we prioritise partnering with schools that serve communities facing socio-economic disadvantages.

This year, we ran two weeks of work experience for 10 students from Cressex Community College in our Marlow office, and 10 students from Trinity High School in our Manchester office. Interactive sessions spanned numerous departments and students were paired with apprentice buddies to work on a project aligned with one of our values. At the end of the week, students presented their findings to peers, teachers, and Softcat colleagues, demonstrating how their assigned value is put into practice across the business. In addition to work experience, we also:

- Ran two 'Women in Technology' insight days for Year 12 students
- Held two mock interviews sessions
- Attended 11 school careers fairs
- Were part of five UCAS exhibition careers fairs

In brief: other Learning and Development initiatives in FY2025

The L&D team remain committed to evolving and improving our learning programmes. In addition to the above initiatives, this year they have:

- Supported the strategic development and modernisation of our Sales Development Programme.
- Onboarded 19 interns for FY2026.
- Launched a series of client director away days to support and develop those in our most senior sales roles.
- Launched an alumni group (active from FY2026) to support our leadership alumni, enabling past participants to reconnect, share ideas and best practice and keep the energy of their programme alive.
- Collaborated with our Tech & Services team to develop our first degree-level apprenticeships for this area of the business.
- Added several management essentials workshops for our more experienced managers to broaden support beyond the basics of management.

Health & safety

Across Softcat, our network of trained first aiders and fire marshals ensure our employees always have emergency assistance nearby.

74 First
aiders

72 Fire
marshals

Charity

Lyra in Africa

Lyra in Africa[24] believes in the power of education to end poverty in rural Tanzania. Softcat's three-year partnership supports Lyra's work to equip young people with tech and skills, drive systemic change, and create a positive multiplier effect throughout the region.

To date, in addition to financial donations, we have built a new hostel for girls at one of its secondary schools, delivered two containers of refurbished IT equipment in collaboration with GreensafeIT (see page 40), helped to build a new donation platform, and developed the Finnish area of Lyra's website.

Young Lives vs Cancer

Young Lives vs Cancer[25] helps children and young people (0-25) – and their families – face the challenges of cancer.

Since our three-year partnership began in 2023, and through a wide range of events and challenges which this year included The Great Softcat Skydive (see below/right/left), Softcat employees have raised over £300,000.

The money has been used to fund over 19,000 hours of social worker support, more than 2,600 overnight stays in the charity's Home from Home and emergency financial grants to help families manage the cost of treatment.

Beyond our chosen charities

Once again during the last reporting year, our people's charitable efforts have spanned more than our chosen charities. Through alpine hikes, ultra marathons, tuck shops, coffee mornings, Movember and more, Softcat employees have also raised more than £44,000 for charities including:

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24 Lyra in Africa. 'Lyra in Africa'.
25 Young Lives vs Cancer. 'Young Lives vs Cancer'.

The Lyra Container Project

"Technology is no longer a luxury – it's a lifeline for many of our young students in Tanzania." – Maria Spink, Founder of Lyra in Africa.

Softcat and recycling partner GreensafeIT have been collaborating on a project to send a container of 350 refurbished devices for distribution across 10 secondary schools in rural Tanzania.

Now in place, the equipment (which included keyboards, mice, headsets, projectors and interactive whiteboards, in addition to computers) is giving 6,000+ students and 300 teachers access to digital tools and online resources – many for the first time.

Maria Spink said: "We cannot thank our partners enough for the strong dedication, commitment and passion that have gone into making this container a reality. The legacy of the container equipment will reverberate and grow as new teachers and students pass through the computer labs for years to come."

> **The work that Lyra is doing to provide safe, quality education for girls in rural Tanzania is nothing short of transformative, and Softcat is proud to be part of that journey.**

Ashleigh Baker
Cyber Architecture Services Team Lead and Softcat's Love2Give Network Lead

350 devices sent to rural Tanzania

The Great Softcat Skydive

In summer 2025, Softcat teams in Lancaster, Salisbury and Marlow launched themselves into freefall in aid of Young Lives vs Cancer. In total, more than 80 Softcatters took on the 15,000ft Great Softcat Skydive.

Including Gift Aid, the teams raised more than £52,000.

Puck Lad, Service Development Programme Manager, shared his experience of the day: "The skydive was a surreal experience and went too quickly for me, but I'm really glad I did it. It was great to see other Softcatters there on the day, all buzzing with excitement!"

Aryan Barkhordar, Cloud Intelligence Services Intern at Softcat helped to organise the skydive. He said: "I just want to say how incredibly proud I am of all our brave jumpers. You're making such a difference for Young Lives vs Cancer – thank you for being absolute legends!"

+£52,000 raised

Volunteering

Love2Give to our schools

Each year, all Softcat employees receive two paid volunteering days to devote to supporting their local communities. Driven through our Love2Give programme, which also serves as a hub for our charitable work, our people logged 2,421 volunteering days in FY2025.

In June, for example, 30 Softcat employees spent time in six local schools across Marlow and High Wycombe improving the school environment for staff and students. They painted derelict sheds, library walls and outdoor benches. They cleared access for wheelchair users, designed and built bug hotels, cleaned marquees, painted fresh playground lines to create new game areas, and cleared and tidied green areas.

The schools have little to no budget for any of this and were extremely appreciative of the difference the teams made.

"The team were outstanding! We're delighted with the outdoor learning furniture - it looks amazing!" - Tracey Marshall, Headteacher at Burford School "A huge thank you to the Softcat team! They worked so hard, and we are extremely grateful for all of the jobs they did for us." - Jayne Spreadbury, Headteacher at Spinfield School

> I decided to do the volunteer day as I know how much of a difference charity and volunteering can make. Having the chance to help contribute to the school and make the students/teachers lives that bit better in the smallest way is really rewarding.

Chloe Marcham
Workplace Excellence Coordinator

2421 volunteering days completed in FY2025

Our suppliers and partners

Introduction

Softcat works with around 2,500 suppliers ranging from multi-national organisations to small, local businesses. Most of our spend is with large resellers of technical solutions (services, products and software).

Most of our Tier 1 suppliers (that is, organisations with whom we have direct contractual relationships) are UK-based. And most of the people within our supplier organisations are office-based, with the next largest tranche based in warehouses. Manufacturing takes place further down the supply chain.

How we impact supplier stakeholders

Our direct operations typically impact our suppliers in one of two ways, depending on whether they are supplying us with hardware or software.

Suppliers of hardware are impacted by the logistical element of ordering and supplying. Where the supplier also services the products we buy, they will be further impacted by the need to deliver that service.

Where a supplier deals with software or licenses, their operational teams will bear the impact of delivering that service to us (in terms of issuing licences, renewals etc).

How our activities impact the people in our supply chain

We are committed to ensuring that our impact on the people within our supply chain is a positive one. We continue to work to ensure that our Tier 1 suppliers are Living Wage employers, and we monitor numerous data streams to ensure we work with suppliers who treat their people fairly and have good health and safety governance.

Consequently, and given that most of our suppliers are office based, we do not anticipate their work with us placing them at any significant physical risk. Those working within warehouses will be at increased risk compared to office-based workers, but this risk should be no greater than for any other UK warehouse operative.

Policies

All suppliers are required to sign-up to our Code of Conduct (CoC)[26], which ensures consistency of standards across areas such as health and safety, fair employment practices, environmental sustainability, corruption and human rights, equality and diversity.

Our Sustainable Procurement Policy (SPC) and Modern Slavery Statement[27] also cover workers in our supply chain.

Suppliers sign-up to the CoC as part of their onboarding process and receive a copy of it. It and the Modern Slavery Statement are also publicly available on our website. Our SPC has formed part of discussions in all recent contract renewals, and we are now working to integrate it with our CoC so that, in future, acceptance of the CoC will automatically include acceptance of the SPC.

[26] Softcat. (2024) 'Supplier Code of Conduct'.
[27] Softcat. (2025) 'Modern Slavery Statement'.

Engaging our suppliers and partners

Supplier and partner management across Softcat is split across three disciplines, each led by a specific department director, head or manager:

- Goods not for resale and strategic supplier distribution, led by our Operations Director
- Partner management, led by our Services Partner Manager
- Vendors, led by our Head of Vendor Alliances

We hold quarterly business reviews with suppliers and partners, giving them opportunity to feedback and discuss workers' rights and conditions, among other matters.

Identifying and managing concerns

We operate a mature and well-defined whistleblowing policy within Softcat, which is set out in our Whistleblowing Policy. A Speak Up hotline is available for employees who wish to raise concerns securely and confidentially about any issue, including any human rights issues within supplier organisations.

We encourage other stakeholders, including suppliers and customers, to raise concerns with us via Softcat Cares, a new facility which enables concerns to be raised in confidence with a third-party provider, thereby protecting complainant anonymity.

Both our CoC and Modern Slavery Statement make specific mention of the facility to raise concerns. Any concerns or complaints are reviewed by senior leaders (up to Board level), with measures then put in place to deal with the problem.

All employees receive regular training on our whistleblowing procedures and, although we have not needed to invoke them, we do periodically review processes with our third-party providers to ensure they remain effective.

Actions to support positive supply chain impacts

Each year, our Partner Forum brings together hundreds of partners to discuss the changes we want to encourage our partners to drive within their organisations. This is also an opportunity to gather and give feedback, and to recognise the suppliers and partners who are having a positive impact, including on their people.

We are part of tech coalitions including Tech UK, the Government Digital Sustainability Alliance and UN Global Compact, each of which has elements dedicated to addressing supply chain issues.

Our annual customer satisfaction survey is also an opportunity to explore customer priorities and understand how our suppliers can support us in meeting them.

Targets and progress

We are in the process of developing goals or targets relating to workers in our supply chain.

Governance

Business conduct

Governance at Softcat

Good governance controls build trust among stakeholders in our business. They ensure transparency, ethical conduct and accountability. They help us make better strategic decisions.

Good governance controls are important for our customers as well as for our business. In our annual customer experience survey, governance (including risk and compliance) was identified as one of our customers' top five strategic priorities.

At Softcat, the Board has ultimate responsibility, accountability and oversight of our strategy while a tiered governance approach ensures we manage and implement associated initiatives effectively across the organisation.

The Audit and Risk Committee oversees internal control and overall risk management, while the Risk Oversight and Compliance Committee is responsible for fraud, training and compliance.

Day-to-day implementation of governance strategies is led by the Senior Leadership Team , who ensure effective controls are in place across our business.

Our governance goals
- Maintain regulatory compliance
- Strong and effective governance
- Ethical and transparent

Ensuring effective governance

Our Company Secretary is formally qualified and highly experienced on governance and regulatory compliance. The General Counsel is responsible for ensuring our suite of policies (e.g. anti-bribery and corruption) meet regulatory requirements. Our Chief People Officer ensures the right behavioural controls (e.g. anti-harassment) are in place and that everyone receives appropriate training.

Everybody at Softcat receives anti-bribery and corruption training.

The policies that support our culture

We have placed many of the policies by which we operate on our "general terms and policies" website page[28]. This includes our Supplier Code of Conduct and the Softcat Modern Slavery Policy.

More policies and accreditations relating to customer, supplier, and employee assurance and compliance are housed in our Trust Centre[29]. This brings together policies such as our Sustainable Procurement Policy, Conflict and Rare-Earth Minerals Policy, and Data Protection Policy with a range of independent compliance standard certifications including Cyber Essentials Plus, ISO 9001 (quality) and ISO 22301 (business continuity).

Our employee handbook brings together the key policies (relating to anti-harassment, anti-bribery and corruption and more) and expected behaviours that affect our people. Everyone at Softcat receives a copy of this.

[28] Softcat. (2025) 'General terms and policies'.
[29] Softcat. (2025) 'Trust Portal'.

Evaluating and developing our corporate culture

We are guided by our five values (see page 28). These are the bedrock of our Softcat culture and permeate every aspect of our organisation including business conduct and governance and the policies that support them. Our values are a consistent part of our communications, from our annual report to our website, and we bring our culture to life through our employee networks and community groups.

We continue to monitor and evaluate our corporate culture to ensure it remains aligned with our values and delivers against stakeholder requirements and expectations. We do this in a range of ways:

1 **Employee satisfaction survey:** Our annual ESS spans our entire employee base. Each year, results are shared with the Nomination Committee (the body responsible for long-term succession planning at Board level) and actions agreed before CEO Graham Charlton reports back to the business explaining the key findings from the survey and the actions arising from it.

2 **Management questions:** Quarterly 'management questions' examine senior leaders' confidence in the business and in their teams, while teams comment on their morale and their confidence in leadership. Feedback and action plans are shared with the Board.

3 **Non-exec director engagement:** All our non-executive directors sponsor at least one Softcat office. They visit their allocated offices on more than one occasion each year to engage teams and gather the opinions of employees before feeding back to the Board.

4 **Board Strategy Review:** Board discussions relating to our corporate culture form part of our annual strategy review or, where more time is needed for full discussion, Board meetings either side of the review.

5 **Informal frameworks:** Our informal frameworks help to incentivise employees to play their part in supporting and developing the Softcat culture. They include:

- **Culture teams:** All of our larger offices have in-house culture teams whose role is to find new ways to help team members connect and bring our culture and values to life.

- **Founders Group:** Each year, the Founders Group recognises around 200 employees who have embodied the spirit of Softcat. Their reward is an invite to the Founders Boat Party – a staple of the Softcat calendar which sees nominated employees spend an afternoon sailing the Thames and enjoying the accompanying hospitality.

Ensuring our people know what's expected of them

From the moment an employee joins Softcat, we begin working to embed the right standards of business conduct. Induction covers a range of business conduct-related elements, including bribery and corruption and anti-competitive practices.

Our employee handbook is always available for employees to use as a reference guide for conduct at Softcat.

Each of our development streams trains employees in the specific business conduct-related elements of their team and role.

Fraud, cyber security and anti-bribery and corruption training are mandatory for all Softcat employees. Completion rates for the online training are above 95%, with managers receiving alerts about any team member who does not complete the training.

We also require employees to reach a minimum score of 80% before they are classed as having successfully completed the training.

Preventing breaches of corporate conduct

We operate a three-lines of defence model in identifying, investigating and reporting breaches of corporate conduct. Compliance with laws and regulations as detailed above is our first line of defence.

In 2024 we developed our second line of defence by maturing our internal audit capabilities and resourcing. BDO LLP, an co-sourced audit partner, provides external subject matter expertise as needed and operates as our third line of defence.

We encourage all employees to 'do the right thing' in terms of reporting breaches – a message introduced at induction, emphasised in the employee handbook and repeated periodically throughout their Softcat careers, notably as part of promotion of our Speak Up Policy (see page 30).

Managing relationships with our suppliers

Ensuring we pay our suppliers fairly

We do not have a formal supplier payments policy. We do, however, manage several public sector contracts and are therefore subject to government reporting requirements which demand that 95% of payments are paid within the agreed time. In practice, we err on the side of caution and supplier fairness, because we want to remain an acknowledged "good payer".

As confirmed by the Check Payment Practices service on gov.uk[30], for the latest reporting period our standard payment terms were 30 days (14-90 days for negotiated standard payment terms). The average time to pay supplier invoices was 26 days.

Since we began reporting our payment practices, we have paid more of our suppliers on time, and have introduced new processes (such as an extra pay run each month) to reduce the time between supplier invoice and payment.

Twice each year, the Chief Financial Officer confirms to the Board our continuing status as a good payer.

26 days average supplier payment time

[30] UK Government. 'Check payment practices'.

Preventing corruption and bribery

Anti-bribery and corruption (ABC) training forms part of every employee's development at Softcat. Training is mandatory with an 80% minimum pass rate. ABC policies are also readily available on all employees' online 'People HR' profile and as part of the employee handbook.

The functions most at risk from bribery and corruption

We have identified that the business functions at greatest risk from bribery or corruption are:
- Procurement
- Sales
- Finance

Procurement: We have had no reported instances of bribery or corruption related to procurement. As a reseller, we have identified a potential risk in being deemed to advantage one brand or supplier over another. We have numerous process controls in place to prevent this. Additionally, the fact we consistently offer the broadest offering of any UK IT reseller indicates that our suppliers view us as operating fairly.

Sales: One instance of employee fraud in FY2024 involved abuse of sales processes. Reporting processes operated correctly, with the abuse being reported to, investigated and confirmed by the Audit and Risk Committee. The individual was dismissed.

Finance: We have no instances of bribery or corruption related to finance, but we have identified the misreporting of financial information as a potential risk. We have robust controls in place to prevent this.

How we prevent, detect and address bribery and corruption

In addition to our 'three lines of defence' detailed at page 47, we also have resource dedicated to preventing, detecting and addressing any bribery or corruption. Our Credit Risk Team includes a dedicated unit responsible for investigating and preventing fraud across the business.

We also operate a gifts and hospitality register which operates in tandem with the ABC Policy. The policy sets out terms for accepting gifts and clarifies the mechanisms and permissions required. Employees declare any gifts or hospitality on the register, and any entry in the register is validated via an automated message to an individual's line manager.

Staff receive role-specific training in relation to the above based on the ABC Policy, which is kept live and relevant through periodic updates. The policy has, for example, been recently updated to ensure all staff are aware of the new 'failure to prevent fraud' offence.

As noted, ABC Policy training is mandatory for everyone in the business, regardless of risk profile, with completion rates above 95%.

Political influence and lobbying

The matter of political donations is reserved to the Board and the Board is clear that it is not Softcat policy to make political donations.

We do take an enabling resolution at our AGM so that we can engage with government in the natural course of business (for example, to enable us to respond to any request for information) but we do not engage in any formal political lobbying.

ESG data and indices

Environment data

Greenhouse gas (GHG) emissions

Our emissions have been calculated using the GHG Protocol Corporate Accounting and Reporting Standard, together with the latest emission factors from DEFRA and other third-party sources where necessary.
All figures in tCO$_2$e. Change calculated between FY2024 and FY2025. Recalculation of figures for FY2024 and FY2023 have occurred to address historical miscalculations.

FY2025 emissions in summary

	FY23	FY24	FY25	%Change FY2024-FY25
Scope 1	184.19	95.62	196.20	105.18
Scope 2 (location-based)	378.80	311.61	297.81	-4.42
Scope 2 (market-based)*	0	0	0	0
Scope 3	357,285.98	342,719.74	363,027.36	5.92
Purchased goods and services	291,567.88	278,563.05	309,727.85	11.18
Fuel and energy-related activities	52.59	43.00	47.31	10.02
Upstream transportation and distribution	184.19	24.62	41.03	66.65
Business travel	849.44	1,350.14	1,881.93	39.38
Employee commuting	896.67	2,308.2	2,362.14	2.33
Waste	3.80	14.35	26.45	84.32
Use of sold products	63,602.07	60,380.00	48,909.00	-18.99
End-of-life treatment of sold goods	129.36	36.32	31.66	-12.83
Total emissions market-based	**357,470.17**	**342,815.36**	**363,223.56**	**5.95**
Total emissions location-based	**357,848.97**	**343,126.97**	**363,521.37**	**5.94**

* Scope 2 (market-based) emissions are 0 tCO2e as a result of purchasing renewable energy credits.

Emissions intensity

Disclosure	FY2023	FY2024	FY2025
GHG emissions intensity, market-based (total GHG emissions per net revenue - tCO$_2$e/£m)	139.5	120.19	100.49
Net revenue (gross invoiced income) used to calculate emissions intensity (£m)	2,563.30	2,852.20	3,617.00

Emissions reduction goals

The following disclosures are made based on Softcat's emissions reduction goals, which are:

- For Scope 1 and 2 emissions, a 40% reduction by 2030.
- For Scope 3 emissions, a 45% reduction by 2030.
- For Scope 1, 2 and 3 emissions, a 90% reduction by 2040.

These targets refer to a baseline year of FY21.

Disclosure	FY2023	FY2024	FY2025
Absolute value of total GHG reduction (tCO$_2$e)	108,336.69 tCO$_2$e **increase** (from FY21 total emissions market-based to FY2023)	93,681.88 tCO$_2$e **increase** (from FY21 total emissions market-based to FY2024)	114,090.08 **increase** (from FY21 total emissions market-based to FY2025)
Percentage of total GHG reduction (as of emissions of base year)	**Increase** of 43.48%	**Increase** of 37.60%	**Increase** of 45.79%
Intensity value of total GHG reduction (tCO$_2$e/£m)	10.25% increase in emissions intensity from 128.52 in FY21 to 141.70 in FY2023 (where total emissions are market-based)	6.48% decrease in emissions intensity from 128.52 in FY21 to 120.19 in FY2024 (where total emissions are market-based)	21.80% decrease in emissions intensity from 128.52 in FY21 to 100.49 in FY2025 (where total emissions are market-based)
Absolute value of Scope 1 GHG emissions reduction (tCO$_2$e)	**Increase** of 101.89 tCO$_2$e	**Increase** of 13.32 tCO$_2$e	**Increase** of 113.90 tCO$_2$e
Percentage of Scope 1 GHG emissions reduction (as of emissions of base year)	**Increase** of 123.80%	**Increase** of 16.18%	**Increase** of 138.39%
Intensity value of total GHG reduction (tCO$_2$e/£m)	10.25% increase in emissions intensity from 128.52 in FY21 to 141.70 in FY2023 (where total emissions are market-based)	6.48% decrease in emissions intensity from 128.52 in FY21 to 120.19 in FY2024 (where total emissions are market-based)	21.80% decrease in emissions intensity from 128.52 in FY21 to 100.49 in FY2025 (where total emissions are market-based)
Absolute value of location-based Scope 2 GHG emissions reduction (tCO$_2$e)	**Increase** of 74.80 tCO$_2$e	**Increase** of 7.61 tCO$_2$e	Reduction of 6.19 tCO$_2$e
Percentage of location-based Scope 2 GHG emissions reduction (as of emissions of base year)	**Increase** of 24.60%	**Increase** of 2.50%	Reduction of 2.03%

Emissions reduction goals (continued)

Disclosure	FY2023	FY2024	FY2025
Intensity value of location-based Scope 2 GHG emissions reduction (tCO$_2$e/£m)	6.66% decrease from 0.15 in base year FY21 to 0.14 in FY2023	33.33% decrease from 0.15 in base year FY21 to 0.10 in FY2024	46.66% decrease from 0.15 in base year FY21 to 0.08 in FY2025
Absolute value of market-based Scope 2 GHG emissions reduction (tCO$_2$e)	0 tCO$_2$e (No change)	0 tCO$_2$e (No change)	0 tCO$_2$e (No change)
Percentage of market-based Scope 2 GHG emissions reduction (as of emissions of base year)	0% (No change)	0% (No change)	0% (No change)
Intensity value of market-based Scope 2 GHG emissions reduction (tCO$_2$e/£m)	0% (No change)	0% (No change)	0% (No change)
Absolute value of Scope 3 GHG emissions reduction (tCO$_2$e)	**Increase** of 108,234.8 tCO2e	**Increase** of 93,668.56 tCO2e	**Increase** of 113,976.18 tCO2e
Percentage of Scope 3 GHG emissions reduction (as of emissions of base year)	**Increase** of 43.45%	**Increase** of 37.61%	**Increase** of 45.76%
Intensity value of Scope 3 GHG emissions reduction	21.82% decrease from 128.48 in base year FY21 to 100.44 in FY2025	6.48% decrease from 128.48 in base year FY21 to 120.15 in FY2024	21.82% decrease from 128.48 in base year FY21 to 100.44 in FY2025

Energy

Disclosure	FY2023	FY2024	FY2025
Total energy consumption related to own operations (MWh)	2,206.32	1,953.46	2,206.32
Total energy consumption from fossil sources (MWh)	1,487.15	939.3	1,056.25
Total energy consumption (and percentage) from renewable sources (MWh)	1,066 MWh 41.75%	1,014.15 MWh 51.91%	1,150.07 MWh 52.12%
Fuel consumption from renewable sources (MWh)	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	1,066	1,014.15	1,150.07
Consumption of self-generated non-fuel renewable energy (MWh)	(Not available)	143	162.33
Fuel consumption from natural gas (MWh)	674.15	505.79	549.67
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (MWh)	813	428.5	438.74
Percentage of fossil sources in total energy consumption	58.25%	48.09%	47.88%
Non-renewable energy production (MWh)	0	0	0

Materials

Disclosure	FY2023	FY2024	FY2025
Total weight of products and materials used	7,535,315 kg	5,026,101 kg	5,186,310 kg
Total weight of secondary reused or recycled components, including intermediary products and materials (including packaging)	(Not available)	527,876 kg	240,835 kg

Waste

Disclosure	FY2023	FY2024	FY2025
Percentage of recyclable content in products sold	(Not available)	36.8%	30.69%
Percentage of recyclable content in packaging for products sold	(Not available)	(Not available)	(Not available)
Total waste generated in operations (Tonnes)	508.15 (modelled)	194.18	125.12
Weight of waste diverted from disposal, broken down by hazardous and non-hazardous waste and treatment type (Tonnes)	(Not available)	(Not available)	Recyclable - 31.53 Recycling - 6.42
Waste directed to disposal, breakdown by hazardous and non-hazardous waste and treatment type (Tonnes)	(Not available)	(Not available)	General - 62.63 Confidential - 12.96 Food - 3.31 Paper - 2.27 Glass - 1.87 Incineration - 1.77 Residual - 1.21 Dry Mixed - 0.62 Cardboard - 0.44 Coffee - 0.04
Total amount of hazardous waste (Tonnes) (Including WEEE)	**7,525**	**5,026**	**5,186**
Total amount of non-hazardous waste (Tonnes)	**508.15 (modelled)**	**194.18**	**125.12**

General environmental information

Disclosure	FY2023	FY2024	FY2025
Percentage of sites assessed for environmental risks	91%	91%	91%
Percentage of sites with ISO14001 or ISO50001 certification	91%	91%	91%

Social data

Work-life balance

A crucial element of the wellbeing of our people is work-life balance. As such, 100% of employees are entitled to take family related leave.

Employee data:

Number and demographic breakdown of employees

Disclosure	FY2023	FY2024	FY2025
Female			
<30 years old	450	475	493
30 – 50 years old	318	379	449
50+ years old	33	41	50
Male			
<30 years old	840	855	820
30 – 50 years old	586	664	774
50+ years old	88	95	117
Total			
<30 years old	1,290	1,330	1,313
30 – 50 years old	904	1,043	1,223
50+ years old	121	136	167

Number of employees by location

Disclosure	FY2023	FY2024	FY2025
Birmingham	102	119	132
Bristol	139	145	160
Glasgow	101	106	114
Leeds	123	129	141
London	356	393	393
Manchester	461	499	557
Marlow	888	963	1,025
Newcastle	19	26	32
South Coast	71	78	86
UK	2,260	2,458	2,640
Dublin	42	40	45
Singapore	2	2	3
USA	11	9	15
Total	**2,315**	**2,509**	**2,703**

Additional employee data

Disclosure	FY2023	FY2024	FY2025
Number of leavers	320	362	381
Percentage of employee turnover	15.1%	15%	14.6%
Numbers provided based on headcount or FTE numbers?	2,315 (headcount)	2,509 (headcount)	2,703 (headcount)
Number of non-employees in workforce	16	17	49 (32 contractors and 17 temps)
Number of non-employees that are self-employed	16	17	32
Total number of hours worked	**4,545,450**	**4,925,700**	**5,366,400**
Total volunteer hours	**(No data available)**	**2,700**	**2,421**

Diversity and inclusion

Disclosure	FY2023	FY2024	FY2025
Percentage of women at board level	57%	63%	57%
Percentage of women at senior leadership level	36%	40%	44%
Percentage of employees from a minority or vulnerable group	17%	17%	18%
Percentage of employees from a minority or vulnerable group at senior leadership level	0%	0%	0%
Employees with disabilities, split by gender	19.8% of workforce (based on those that declared) with a disability of which 50.5% female, 49.5% male	15% of workforce (based on those that declared) with a disability of which 50.4% female, 49.6% male	12.4% of workforce (based on those that declared) with disability of which it is a 50/50 split on gender

Remuneration

Disclosure	FY2023	FY2024	FY2025
Gender pay gap	38%	32%	(Not yet available)
CEO to employee pay ratio (at median)	44:1	37:1	37:1
Percentage of employees paid below living wage benchmark	0%	0%	0%
Percentage of senior leadership remuneration that is linked to climate-related considerations	Our CEO and CFO have a bonus of 20% of their salary based on non-financial metrics, including specific environmental related objectives and performance.	Our CEO and CFO have a bonus of 20% of their salary based on non-financial metrics, including specific environmental related objectives and performance.	Our CEO and CFO have a bonus of 20% of their salary based on non-financial metrics, including specific environmental related objectives and performance. Members of the Senior Leadership Team also have an element of the annual bonus based on the same non-financial metrics as the Executive Directors.

Health and safety

Disclosure	FY2023	FY2024	FY2025
Percentage of sites for which an employee H&S risk assessment has been conducted	100%	100%	100%
Percentage of sites covered by a certified H&S management system	0%	0%	0%
Number of fatalities in own workforce as a result of work-related injuries or ill-health	0	0	0
Number of fatalities of other workers on your sites as a result of work-related injuries or ill-health	0	0	0

Training and skills development

Disclosure	FY2023	FY2024	FY2025
Percentage of employees who received skills-related training	100%	100%	100%
Percentage of employees trained on discrimination and harassment	(No data available)	(No data available)	100%
Percentage of employees trained on climate change	(No data available)	96%	99%
Percentage of employees trained on bribery and corruption	(No data available)	93%	99%
Percentage of buyers trained on sustainable procurement	0%	0%	35%

Incidents, complaints, and human rights impacts

Disclosure	FY2023	FY2024	FY2025
Number of incidents of discrimination	(No data available)	10	2
Number of severe human rights issues and incidents for own workforce	0	0	0
Number of severe human rights issues and incidents for own workforce breaching UN or OECD principles	0	0	0
Amount of fines, penalties, and compensation for damages as a result of severe human rights incidents	0	0	0

Collective bargaining

Disclosure	FY2023	FY2024	FY2025
Percentage of employees covered by collective bargaining agreements by country	0%	0%	0%
Percentage of employees with agreed workers representation by country	0%	0%	0%

Governance data

Anti-bribery and corruption

Disclosure	FY2023	FY2024	FY2025
Number of confirmed incidents of bribery or corruption	(No data available)	2	0
Number of incidents where workers were dismissed or disciplined	0	1	0
Number of confirmed incidents where suppliers or partners contracts were terminated or not renewed due to confirmed incidents of bribery or corruption	0	0	0
Number of convictions for violations of anti-bribery and corruption laws	0	0	0
Amount of fines for violation of anti-bribery and corruption laws (£)	0	0	0
Percentage of employees trained within the last two years on anti-bribery and corruption	N/A	93%	99%
Percentage of high-risk trading partners covered by a due diligence process on corruption	(No data available)	100%	100%

Payment practises and suppliers

Disclosure	FY2023	FY2024	FY2025
Standard number of days to pay suppliers, as per payment terms	H1: 30 days H2: 30 days	H1: 30 days H2: 30 days	H1: 30 days H2: 30 days
Average number of days to pay suppliers	H1: 40 days H2: 33 days	H1: 28 days H2: 26 days	H1: 26 days H2: 25 days
Percentage of suppliers in high or medium risk categories that have signed a supplier code of conduct	100%	100%	100%
Percentage of suppliers in high or medium risk categories with contracts that have environmental, labour, and human rights requirements	(No data available)	100%	100%
Percentage of suppliers in high or medium risk categories that have completed a sustainability assessment	0%	0%	66%
Percentage of suppliers in high-risk categories that have had an on-site sustainability audit	0%	0%	0%
Percentage of suppliers in high or medium risk categories carrying out corrective actions or receiving support to improve their sustainability credentials	0%	0%	35%

Whistleblowing

Disclosure	FY2023	FY2024	FY2025
Number of reports related to whistleblower procedure	(Not available)	0	1

Audits and certification

Disclosure	FY2023	FY2024	FY2025
Percentage of sites assessed or audited internally on business ethics issues	(No data available)	(No data available)	(No data available)
Percentage of sites with an ethics certification	0	0	0

Data security

Disclosure	FY2023	FY2024	FY2025
Number of data breaches	0	0	0
Percentage that are personal data breaches	0%	0%	0%
Number of users affected	0	0	0
Percentage of high-risk trading partners covered by a due diligence process on information security	100%	100%	100%

Data privacy and freedom of expression

Disclosure	FY2023	FY2024	FY2025
Total amount of monetary losses as a result of legal proceedings associated with user privacy (£)	0	0	0
Number of law enforcement requests for user information	0	2	0
Number of users whose information was requested	(No data available)	2	(No data available)
Percentage resulting in disclosure (relating to the above)	(No data available)	100%	(No data available)

Managing systemic risks from technology disruptions

Disclosure	FY2023	FY2024	FY2025
Number of performance issues	9	17	15
Number of service disruptions	9	17	15
Total days of customer downtime	**<1**	**<1**	**<1**

Global Reporting Initiative Index

Softcat has reported the information cited in this GRI content index for the period
1 August 2024 to 31 July 2024 with reference to the GRI Standards.

GRI Standard	Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	2-1 Organizational details	03
	2-3 Reporting period, frequency, and contact point	03
	2-4 Restatements of information	22, 23, 50
	2-5 External assurance	16
	2-6 Activities, value chain and other business relationships	03, 42, 43
	2-7 Employees	54, 55
	2-8 Workers who are not employees	55
	2-9 Governance structure and composition	13
	2-12 Role of the highest governance body in overseeing the management of impacts	13
	2-13 Delegation of responsibility for managing impacts	13

GRI Standard	Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	43
	2-17 Collective knowledge of the highest governance body	38
	2-19 Remuneration policies	18
	2-22 Statement on sustainable development strategy	05
	2-23 Policy commitments	29, 42, 45
	2-24 Embedding policy commitments	29, 42, 45
	2-25 Processes to remediate negative impacts	43
	2-26 Mechanisms for seeking advice and raising concerns	30, 43
	2-28 Membership associations	04
	2-29 Approach to stakeholder engagement	30
	2-30 Collective bargaining agreements	56

GRI Standard	Disclosure	Page Number(s)
GRI 3: Disclosures on material topics	3-1 Process to determine material topics	11, 12
	3-2 List of material topics	11, 12, 28
	3-3 Management of material topics	11, 12, 28
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	03
	201-2 Financial implications and other risks and opportunities due to climate change	18
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	48
	205-2 Communication and training about anti-corruption policies and procedures	57
	205-3 Confirmed incidents of corruption and actions taken	57
GRI 301: Materials 2016	301-1 Materials used by weight or volume	53
	301-2 Recycled input materials used	53
GRI 302: Energy 2016	302-1 Energy consumption within the organization	53
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	50
	305-2 Energy indirect (Scope 2) GHG emissions	50
	305-3 Other indirect (Scope 3) GHG emissions	50
	305-4 GHG emissions intensity	51, 52
	305-5 Reduction of GHG emissions	51, 52

GRI Standard	Disclosure	Page Number(s)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	26
	306-2 Management of significant waste related impacts	26
	306-3 Waste generated	53
	306-4 Waste diverted from disposal	53
	306-5 Waste directed to disposal	53
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	55
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	31, 32
	403-5 Worker training on occupational health and safety	31, 38
	403-6 Promotion of worker health	31, 32
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	31, 32
	403-9 Work-related injuries	56
	403-10 Work-related ill-health	56
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	37, 38
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	55
	405-2 Ratio of basic salary and remuneration of women to men	55

Sustainability Accounting Standards Board Index

We have also followed the Sustainability Accounting Standards Board (SASB) standards for the Software & IT Services sector to guide parts of our reporting, the details of which can be found in this table:

Topic	Code	Metric	Page number(s)
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	53
	TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	NA
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data centre needs	09
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	45
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	NA
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	58
	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	58
	TC-SI-220a.5	List of countries where core products or services are subject to government required monitoring, blocking, content filtering, or censoring	NA

Topic	Code	Metric	Page number(s)
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	58
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	NA
Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.1	Percentage of employees that require a work visa	NA
	TC-SI-330a.2	Employee engagement as a percentage	30
	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	54, 55
Intellectual Property Protection & Competitive Behaviour	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	NA
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	NA
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	NA

European Sustainability Reporting Standards Index

Whilst it is not necessary for us to disclose information under the European Sustainability Reporting Standards (ESRS), we recognise the importance of these standards in terms of disclosing relevant and demonstrable sustainability information. That is why we have included here an index referencing the specific disclosures under the ESRS that we believe have been met to some extent in this report. We shall continue to work towards disclosing the ESRS requirements most relevant to our business so that we can align our sustainability reporting with best practice.

ESRS Standard	Disclosure	Page number(s)
ESRS 2 General disclosures	BP-1 – General basis of preparation for sustainability statements	03, 05
	BP-2 – Disclosures in relation to specific circumstances	22, 23, 50
	GOV-1 – The role of the administrative, management and supervisory bodies	13
	GOV-2 – Information provided to, and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies.	13
	GOV-4 - Statement on sustainability due diligence	59, 62, 63
	GOV-5 – Risk management and internal controls over sustainability reporting	13, 18, 24
	SBM-1 – Market position, strategy, business model(s) and value chain	03, 05, 11, 42, 43
	SBM-2 – Interests and views of stakeholders	30, 31, 42, 43
	SBM-3 – Material impacts, risks and opportunities	11, 12, 28
	IRO-1 - Description of the processes to identify and assess material impacts, risks and opportunities	11, 12

ESRS Standard	Disclosure	Page number(s)
	IRO-2 - Disclosure Requirements in ESRS covered by the undertaking's sustainability statements	63-64
ESRS E1 Climate Change	E1-2 - Policies related to climate change mitigation and adaptation	19
	E1-3 – Actions and resources in relation to climate change mitigation and adaptation	18, 23
	E1-4 - Targets related to climate change mitigation and adaptation	21
	E1-5 - Energy consumption and mix	53
	E1-6 – Gross Scopes 1,2, 3 and Total GHG emissions	50
	E1-7 – GHG removals and GHG mitigation projects financed	51-52
	E1-9 - Potential financial effects from material physical and transition risks and potential climate-related opportunities	18
ESRS E5 – Resource use and circular economy	E5-1 - Policies related to resource use and circular economy	25
	E5-2 – Actions and resources related to resource use and circular economy	24-26
	E5-3 – Targets related to resource use and circular economy	24-26
	E5-4 - Resource inflows	53
	E5-5 – Resource outflows	53
	E5-6 - Potential financial effects from resource use and circular economy-related impacts, risks and opportunities	24

ESRS Standard	Disclosure	Page number(s)
ESRS S1 – Own workforce	S1-1 – Policies related to own workforce	29
	S1-2 – Processes for engaging with own workers and workers' representatives about impacts	30-32
	S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	31-32
	S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	31-38
	S1-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	33-34
	S1-6 – Characteristics of the undertaking's employees	54-55
	S1-7 - Characteristics of non-employee workers in the undertaking's own workforce	55
	S1-8 - Collective bargaining coverage and social dialogue	56
	S1-9 – Diversity indicators	54-55
	S1-10 - Adequate wages	37, 55
	S1-12 – Persons with disabilities	55
	S1-13 – Training and skills development indicators	56
	S1-14 – Health and safety indicators	56
	S1-15 – Work-life balance indicators	NA (Numbers TBC)

ESRS Standard	Disclosure	Page number(s)
	S1-16 – Compensation indicators (pay gap and total compensation)	55
	S1-17 – Incidents, complaints and severe human rights impacts and incidents	56
ESRS S2 – Workers in the value chain	S2-1 – Policies related to value chain workers	42
	S2-2 – Processes for engaging with value chain workers about impacts	43
	S2-3- Processes to remediate negative impacts and channels for value chain workers to raise concerns	42-43
	S2-4 - Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	42-43
	S2-5 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	43
ESRS G1 – Business Conduct	G1-1 – Corporate culture and business conduct policies	45
	G1-2 – Management of relationships with suppliers	47, 57
	G1-3 – Prevention and detection of corruption or bribery	48
	G1-4 – Confirmed incidents of corruption or bribery	57
	G1-5 – Political influence and lobbying activities	48
	G1-6 – Payment practices	47, 57

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