Task Force on Climate-related Financial Disclosures

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

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

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

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

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

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

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

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

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

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

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

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

We take our climate-related responsibilities seriously, which helps mitigate against this risk. We have had a Climate Committee in place since 2020. Recent initiatives have included the installation of a large number of solar panels at our Hatfield and Kerpen Integration Centers and we have contracts in place to use only green energy in our businesses in Germany and the UK. These and other initiatives (detailed on pages 52 to 61) have contributed to a reduction of our Scopes 1 and 2 emissions of 73 per cent since 2019 (see page 54). We have a target to be Carbon Neutral for our Scopes 1 and 2 emissions in 2022 and to reducing our Scopes 1, 2 and 3 emissions to Net Zero by 2040, backed by Science Based Targets. Our progress towards these targets will be monitored and reported on in future Annual Reports.

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

	Short term (to 2030)	Medium term (2030 to 2040)	Long term (beyond 2040)
< 2°c scenario	**Higher transition risks associated with moving to a low-carbon economy** • Reputational risk with investors, customers and employees, if we do not adequately address climate change. • Compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations. • Increased cost of climate-related levies/ increased pricing of greenhouse gas (GHG) emissions. • Changing customer behaviour. • Travel curbs. **Opportunities** • Customers will continue to invest in their IT infrastructure, to enable hybrid working practices which are carbon-reducing, and also to reduce the carbon footprint of their IT infrastructure. We will therefore continue to see high demand for modern, lower-carbon footprint technology products. • Our Circular Services (redeployment, remarketing and recycling of technology products) will become increasingly important to our customers.	**Continued transition risks** • Increasing reputational risk with investors, customers and employees, if we do not adequately address climate change. • Continuing compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations. • Increased cost of climate-related levies/increased pricing of GHG emissions. • Changing customer behaviour. • Travel curbs. **Opportunities** • Continuing customer investment in their IT infrastructure with continued high demand for modern, lower-carbon footprint, technology products. • Our Circular Services will remain important to our customers.	**Less significant increase in physical risks** • Continued isolated extreme weather events causing manageable business disruptions. • Higher summer temperatures and rapid changes in temperature and humidity causing challenges for data center cooling. **Opportunities** • Our ability to provide Circular Services by ourselves will help us to differentiate, as customers will expect these services to be integrated into more of the technology products and services they procure, e.g., through 'Device as a Service' (DaaS). • Customers will require our advice on the selection and deployment of technology products, to help them achieve their carbon reduction strategies.
> 2°c scenario	**Slight increase in transition and physical risks in the short term** • Isolated and manageable business disruptions caused by extreme weather events, such as flooding or drought. • Ad-hoc supply chain interruptions. • Increased insurance costs due to natural disasters. **Opportunities/Resilience** • Our ability to supply technology products locally in multiple regions (UK, EU, North America and APAC) will help large international customers to reduce shipment costs and the associated carbon footprint. This international coverage will also increase our resilience and help us provide greater supply chain resilience to our customers.	**Increasing physical risks due to a failure to adequately transition to a low-carbon economy** • Power outages due to restrictions on use of fossil fuels. • Increasing cost of power. • Flooding due to increased sea level (no strategic locations are at material risk). • Increasing transport costs. • Telecoms and internet disruptions. **Opportunities/Resilience** • We will continue to maintain operational resilience through the geographical dispersion of our Service Centers. • Our existing strengths as one of the world's most international and Services-led VAR give us the opportunity to establish a leadership position in helping both customers and technology partners to achieve their sustainability goals.	**Increased physical risks due to a failure to adequately transition to a low-carbon economy** • Power outages due to restrictions on use of fossil fuels. • Increased cost of power. • Flooding due to increased sea level (no strategic locations are at material risk). • Pandemics due to new diseases caused by climate and population changes. • Population changes – controls on population growth, increasing migration, the need for automation etc. • Increased transport costs. • Telecoms and internet disruptions. **Opportunities/Resilience** • We will continue to maintain operational resilience through the geographical dispersion of our Service Centers. • Our existing strengths as one of the world's most international and services-led VAR give us the opportunity to establish a leadership position in helping both customers and technology partners to achieve their sustainability goals.

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

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

Risk management

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

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

Metrics and targets

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

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

Metric category	Target
GHG emissions	We aim to reduce our Scopes 1 and 2 emissions to Carbon Neutral in 2022 and our Scopes 1, 2 and 3 emissions to Net Zero by 2040, backed by Science Based Targets.
Transition risk	We have considered transition risks to achieving our strategic objectives across the Group as a whole. However, they are not considered material at this stage.
Physical risk	We have assessed the Company's locations close to water sources at risk of flooding or at risk of sea level change. None of the locations are strategic to our operations.
Climate-related opportunities	Customers will need us to: • supply and deploy modern, lower-carbon footprint technology products; • provide Circular Services for their technology estate and increasingly integrate these into our Services; • provide local supply solutions, to minimise shipment-related carbon footprint; and • advise on selecting and deploying lower-carbon IT infrastructure, to help them meet their sustainability goals.
Capital deployment	In recent years we have made significant investments to reduce our carbon footprint. These include the following initiatives: • Installing 6,308 solar panels at our Hatfield Integration Center at a cost of approximately £1.2 million; installing 1,764 solar panels at our Kerpen Integration Center and installing 2,016 solar panels over our Kerpen car park spaces at a cost of approximately €1 million. Combined, these will result in annual power generation of approx. 3.3 million kWh and the reduction in Scope 2 emissions of approximately 1,100 tonnes, based on a combination of UK and German conversion factors. • Installing a further 1,200 solar panels on the roof of our Livermore Integration Center, which will complete in 2022, and is expected to generate 750,000 kWh and reduce Scope 2 emissions by 140 tonnes, based on local conversion factors. • Purchasing 'green' electricity across our UK and Germany businesses at an incremental cost of £100,000, resulting in emissions reductions of 4,953 tonnes. • Introducing electric vans in some of our logistics business areas and electric cars. • Acquisition of our RDC Circular Services subsidiary. Overall, our GHG emissions are now 21 per cent of the 2015 number.
Internal carbon prices	While we have not introduced internal carbon pricing across our business as a whole, from 1 October 2021, we have introduced an internal levy of £10/€12/$14 per flight or hotel booking for the United Kingdom, France, Germany, Spain, Belgium and the United States, to purchase carbon credits each year to offset the CO_2e emissions generated from these activities.
Remuneration	For the year ended 31 December 2021, no executive discretionary bonus was linked to climate considerations, other than the Group Finance Director, who has one objective related to climate change management. However, this is being kept under review by the Remuneration Committee.

Section 172 statement

When conducting any activity in his or her role as a Computacenter plc Director, our Board members must act in a way that they consider is most likely to promote the success of the Company for the benefit of its members as a whole, having regard to a number of factors set out in Section 172 of the Companies Act 2006. These include the interests of our employees, importance of fostering business relationships with our suppliers and customers, impact of our operations on the community and environment, likely consequences of any decision in the long term, desirability of the Company maintaining a reputation for high standards of business conduct and the need to act fairly as between the members of the Company. Each Director considers that they have acted in a manner consistent with his or her Section 172 duty throughout the year.

The Board understands that without our key stakeholders, the Company would not be able to successfully implement its strategy, and its purpose would be unachievable. Understanding their interests, views and concerns, and considering these when reviewing and discussing matters put before it for review or approval as part of its annual programme, is critical to enabling the Board to make informed decisions, and for each Director to discharge their duty under Section 172.

In the sections set out in the table below, we explain how the Company's programme of engagement with our key stakeholders enables our Board members to do so.

In some cases, this engagement directly involves the Board or its members, and this is almost exclusively how engagement with our investors takes place. Given the size and geographic diversity of our business, the majority of engagement with our customers, technology partners, people and communities takes place at an operational level across the organisation. Where this is the case, the Board ensured that it had been updated on the nature and outcomes of this engagement during the year.

We have also set out the factors listed under Section 172 which the Board considered when reviewing Board-level matters or making decisions during the year. These can be found on pages 91 to 92. The results of the Board's decision making, and the outcomes produced by each Director discharging their Section 172 duty can be found throughout this Annual Report and Accounts. Therefore, the following sections have been incorporated by reference into this Section 172 statement and, where necessary, the Strategic Report.

Sections incorporated into Section 172 statement

Relevant information	Page
• Our approach to market	10 to 16
• Business model at a glance	17
• Technology Sourcing, Managed Services and Professional Services	18 to 25
• Our sustainability strategy	40 to 61
• TCFD disclosures	62 to 64
• Non-financial information statement and stakeholder engagement	65 to 69
• Viability statement and going concern	78 to 79
• Principal risks and uncertainties	80 to 85
• Board activity in 2021	91 to 92

Non-financial information statement

Computacenter aims to comply with the Non-Financial Reporting Directive requirements contained in Sections 414CA and 414CB of the Companies Act 2006. The table below sets out where more information on non-financial matters can be found within this Annual Report and Accounts (as well as on our website: computacenter.com). The due diligence carried out for each policy is contained within each respective policy's documentation.

Reporting requirement	Relevant information	Page
1. Business model	• Strategic priorities • Business model	8 17
2. Principal risks and impact of business activity	• Viability Statement • Principal risks and uncertainties	78 80
3. Employees	• Employees • Diversity policy • Health and safety • Stakeholder engagement	44 46 57 66
4. Social matters	• Supporting charity and community	48
5. Human rights	• Human rights • Suppliers • Details of our Supplier Code of Conduct, as well as our approach to protecting human rights, can be found on our website	57 57
6. Anti-bribery and corruption	• Whistleblowing • Our Code of Business Conduct and other related policies, can be found on our website	48
7. Environmental matters	• Environmental matters • Energy use and emissions • Greenhouse gas emissions	52 53 54

OUR KEY STAKEHOLDERS ENABLE COMPUTACENTER TO CREATE VALUE FOR THEM.

Our people and technology partners provide us with leading digital technology and expertise that underpins the competitiveness of our customer offering. Our customers place their trust in us to Source, Transform and Manage their digital technology to support their organisations. Our investors support us by taking the decisions and providing us with the capital support that allows us to build a sustainable business for the long term, whilst the communities in which we operate support the social, economic and personal interests of our other key stakeholders. Collectively, they are an indispensable part of how we do business. Having their support, and ensuring that we address their views, interests and concerns where we can do so, is of paramount importance to us.

Our customers

Why we engage and what matters to them:
Our Winning Together Values are unambiguous: we put our customers first, we keep our promises to them, and we always prioritise the long term in our dealings with them.

Our Purpose includes enabling the success of our customers by helping them to navigate the complex digital environment and to Source, Transform and Manage their digital technology. One of our principal risks is that we fail to invest appropriately to maintain our competitiveness. We can only support our customers and mitigate against this risk through a deep understanding of their current and likely future needs and views, ensuring that our offerings and investment decisions are aligned with these, and that we deliver a positive customer experience which drives long-term customer relationships.

Our collaboration with customers requires continuous two-way engagement, so we can adapt with them as their digital environments and related technology needs evolve. They expect us to be responsive and flexible to their requirements, delivering services to them in a way which reflects agreed terms and is safe and sustainable. Through clear communication with our customers, we are able to ensure that we have the capability to deliver what they are asking from us.

Our principal forms of engagement with them during the year were:

- Day-to-day engagement through a wide variety of channels, generally covering our performance and future opportunities, and including face-to-face and virtual meetings, customer training and workshops, as well as dialogue through dedicated client directors and account managers, our service support functions and, where necessary, our country-unit and Group Management teams.
- Regular meetings between our Chief Executive Officer and key customers, to discuss their view of Computacenter.
- Customer surveys and other structured mechanisms for obtaining feedback on our performance.
- Through the publication of supporting materials, including those on our website (computacenter.com) which summarise and provide further information on our customer offerings.

How the Board was kept informed of engagement outcomes, and considered the interests of our customers during discussions and decision making:
In 2021, the Board received frequent updates on customer engagement from the Chief Executive Officer, which included details of significant contract bids and wins, and material customer issues where they arose.

These were supplemented by presentations from our in-country business leadership teams on key customers and their issues, including the management teams of our German and UK businesses. Subjects covered included maintaining and expanding long-term customer relationships, the impact of Covid-19 on significant customers, their demand and investment capacity for IT infrastructure and systems, and a review of independently-produced customer satisfaction data. The Board also completed a 'deep-dive' on a topic related to the Group's strategic priorities at each of its scheduled meetings, which are based on likely future trends in customer behaviour and demand, and ensuring that the Group can adapt to these with its customer offerings.

Feedback and discussion from these engagement activities informed the Board's decision to approve the Group's three-year strategic plan for 2022-2024, the associated investment requirements required by that plan, the Group's financial performance targets for 2022, as well as its review of potential acquisition and material contract bid opportunities.

The Board also approved an investment into our core IT Service Management (ITSM) systems, which will allow us to address the capabilities that our customers will need in the future, and reviewed and approved the Group's ESG strategy having considered the expectations of our key customers in that area, and received regular ESG updates from the Group Finance Director and Group Development Director.

Further details of how the Board considered the interests of our customers in its decision-making can be found on pages 91 to 92.

Our people

Why we engage and what matters to them:

Our people are at the centre of what we do and are essential for our future growth. They implement and promote our culture, as set by the Board, on a day-to-day basis. Externally, they represent Computacenter when interacting with our other key stakeholders, building relationships, generating long-term trust, and developing knowledge of their requirements and preferred ways of operating.

We want to attract, retain and develop people who understand and promote our strategy, performance, culture, values and purpose. Failure to recruit and retain the right calibre of people to our talent pool is one of our principal risks (as set out on page 85). Clear, consistent and frequent engagement with our people, and the groups that represent them, helps us to mitigate this risk.

Our people expect us to provide fair and safe working conditions for them, and to help create an environment where they can get the best out of themselves. Engagement allows us to understand how we can continually strive to do this better.

Our principal forms of engagement with them during the year were:

- The programme of engagement completed by Ros Rivaz, the nominated Non-Executive Director for Workforce Engagement.
- Weekly communications to all of our people from the Chief Executive Officer, covering topics such as recent business performance and trends, as well as Board and senior Management views on those areas.
- Engagement with our Works Councils across Europe, including Germany, France, Spain, Belgium, Switzerland and the Netherlands, and additionally our European Works Council.
- The Group-wide Management structure and Whistleblowing hotline, and the activities of our Human Resources function, all of which ensure that issues and feedback raised by our people are considered and escalated, including to members of the Board and the Group Executive Committee if appropriate.
- Through our policies and training, which provide guidance on how we expect our people to represent Computacenter and conduct themselves.
- Through our biennial Group-wide employee survey.

How the Board was kept informed of engagement outcomes, and considered the interests of our people during discussions and decision-making:

The Board received frequent updates during the year from Ros Rivaz on the outcomes of the Workforce Engagement Programme, which included feedback from our people on the Company's response to the Covid-19 pandemic, indicating that it had been clear and timely with related communications, and had provided our people with appropriate support, both in respect of their needs relating to their role undertaken for Computacenter, and the provision of resources to support their mental wellbeing, particularly during Covid-19-related lockdowns.

Ros summarised the views provided to her on the effectiveness of working relationships between Management and our Works Councils, and noted that over time there would be appetite for the Company to provide clarity on its post-Covid-19 future working arrangements. She reported on her meeting with the Computacenter Employee Impact Group (EIG) for Ethnicity, including feedback that the EIG had received from our people on their views and experiences of how Computacenter ensures diversity and equality across the Group. Feedback provided informed the Board's deep-dive review on the Group's culture, including discussion of how this had developed over recent years, had been impacted by the Covid-19 pandemic and how it supported the implementation of the Group's strategy.

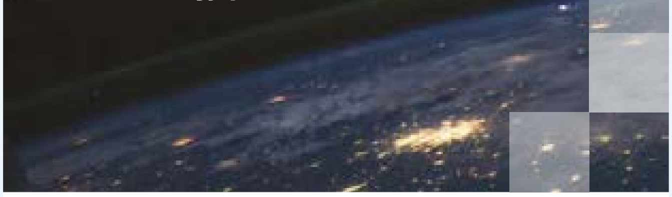
The Board also received presentations from our in-country senior Management teams, which included detail on employee engagement activities and outcomes, as well as specific updates from the Chief People Officer on negotiations between the Group and its Works Councils related to matters of interest to both parties.

The Chief Executive Officer provided an update of progress made against internal gender diversity targets for senior Management positions throughout the organisation, which was considered by the Board when reviewing our Gender Pay Gap (GPG) reporting, the causes for the remaining GPG that exists, how this is linked to diversity and inclusion and actions required to reduce our GPG.

As part of his regular updates to the Board on financial and operational performance, the Chief Executive Officer also reported on common themes and trends from employee feedback, especially concerning the impact of Covid-19 on our people. During the year, and on the recommendation of the Chief Executive Officer, the Board approved the expansion of the Group's Performance Share Plan to allow the issue of awards within additional jurisdictions following recent acquisitions made. Prior to the publication of the 2021 Annual Report and Accounts, the Board also reviewed and discussed the results of our biennial Group-wide employee survey, which was completed in the fourth quarter of the year. Detail of the outcomes of that survey can be found in the people section on page 46. Feedback from each of these engagement activities above also informed the Board in its discussions and decision-making around Computacenter's Modern Slavery Act Statement and ESG strategy.

Further details of how the Board considered the interests of our people in its decision-making can be found on pages 91 to 92.

Our technology partners



Why we engage and what matters to them:
Our technology partners are critical for us and we invest time and effort in ensuring that our relationships with them remain robust and healthy, for mutual benefit. We aspire to be their preferred route to market for our chosen customer segments, and they benefit from our customer intimacy, which comes from our focus on long-term, multi-level strategic relationships.

Through engagement with our customer teams and by working in partnership, we add value and drive end-user satisfaction with our technology partners' products. To facilitate that and enable us to grow together, we need to maintain strong and sustainable working relationships, on both a day-to-day and strategic level, covering operational, engagement and commercial support.

Our principal forms of engagement with them during the year were:
- Our technology partners' customer-aligned sales and technical personnel, and our sales, technical and services teams engage regularly to ensure strong working partnerships, on a customer-by-customer basis.
- The Group technology services team formally engages with our technology partners on a day-to-day basis, as well as at management and executive level, to maintain strong partnerships and to continue to deliver operationally and strategically.
- Technology partners share product and strategy information at multiple formal and informal events during the year, to enable us to fully support our customers' initiatives and business planning. This requires both technical and commercial engagement across Computacenter and includes inviting representatives of our technology partners to speak at our Group-wide annual sales meeting, where they communicate their latest technical innovations and their view of how our organisations can most effectively work together.

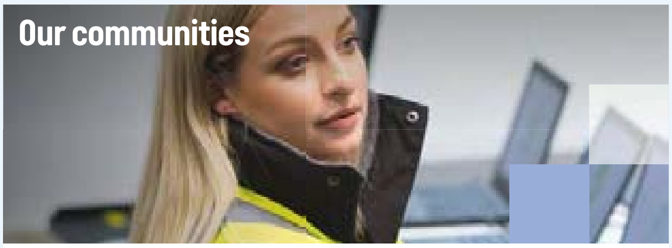
How the Board was kept informed of engagement outcomes, and considered the interests of our technology partners during discussions and decision-making:
The majority of our engagement with technology partners takes place at an operational level. The Board received updates from the Chief Executive Officer, Chief Commercial Officer and other members of the senior Management team on the views of our technology partners, and reviewed the Group's Technology Sourcing strategy and tooling capabilities with the Chief Commercial Officer. The Board reviewed specific project workstreams aimed at ensuring that the Group's Technology Sourcing tooling systems and capabilities adequately supported the wider business, provided differentiation against the Group's competitors and were able to support likely future customer demand and purchasing behaviours.

The updates it received informed the Board's discussions and decision-making when approving the Group's strategy and associated investments, and setting financial targets for the Group in 2022.

Further explanation on how we build powerful partnerships with our technology partners can be found on pages 18 to 21.

For further detail on how the Board considered the interests of our technology partners in its decision making during the year, please see pages 91 to 92.

Our communities



Why we engage and what matters to them:
Our Purpose is Enabling Success by building long-term trust with our stakeholders. These include the communities in which we, and our other key stakeholders, live and work. Our local communities support our ability to do business and supporting them in return is a responsibility. Through doing so, we aim to inspire our people, to illustrate more widely our commitment to act like 'people matter' (one of our core values as an organisation), and to maintain and enhance our corporate reputation. Our local communities are interested in ensuring that our operations are sustainable and safe, so that the positive economic and social impact that Computacenter has on them is protected over the long term and increases over time. They expect us to engage with the social and environmental issues that matter to them, including in areas like equality, diversity and inclusion and the sustainable use of resources within our business operations. They also expect us to act ethically, to treat our stakeholders fairly and, where possible, to support them financially or with our time.

Our principal forms of engagement with them during the year were:
- Our engagement is focused on school, community and university outreach programmes with a focus on encouraging young people to take up Science, Technology, Engineering and Mathematics (STEM) careers, thereby addressing skills shortages, increasing diversity across STEM, improving social mobility and raising aspirations. Our school, community and university outreach programme won best Community Outreach Programme at the 2021 CRN Women in Channel Awards.
- Our employee volunteers have completed over 1,700 hours of community outreach volunteering.
- Most of our community engagement is through direct engagement between our people and our local communities, across all of our main operating geographies.
- For further information on our engagement with our local communities, please see our sustainability section on pages 44 to 61.

How the Board was kept informed of engagement outcomes, and considered community interests during discussions and decision-making:
The Board received frequent updates from the Group Finance Director and the Group Development Director on our sustainability strategy, and the progress being made in implementing it. As part of these updates, it reviewed activities being undertaken by the Group to engage with and support our local communities, and our commitments and reporting relating to the environment and climate change. The Board considered the interests of our local communities, and the impact of our operations on them, when approving our revised targets for carbon emissions as set out on page 52, discussing the Group's approach and objectives related to diversity and inclusion, and reviewing our Gender Pay Gap Reporting metrics and Modern Slavery Act Statement.

For further examples of where the Board has considered the interests of our local communities in its decision-making during the year, please see pages 91 and 92.

For further detail on actions we are taking to contribute towards the long-term future of our people and our planet, and to provide sustainable solutions for our customers, please see pages 44 to 61.

Our investors

Why we engage and what matters to them:
Our investors want an appropriate return on their investment in Computacenter.

To help them achieve this, they want to understand our strategy, our current or projected operational and financial performance, and our approach to environmental, social and governance (ESG) matters. Investors have different risk appetites, and different preferences for capital or income-based returns and the time horizon for delivering those returns.

Two-way engagement helps Management and the Board to understand shareholders' range of views on specific issues and allows current and potential investors to make informed decisions concerning investment in Computacenter.

Our principal forms of engagement with them are:

- The Chair and Company Secretary's governance roadshow with significant shareholders, following the release of the Annual Report and Accounts, and the Executive Director investor meetings and roadshows held throughout the year.
- The annual and interim results presentations to sell-side research analysts and institutional shareholders.
- The Company's Annual General Meeting, although this was impacted by Covid-19-related restrictions in 2021.
- The Remuneration Committee Chair's engagement with significant shareholders, proxy firms and other interested parties regarding Executive remuneration proposals, with further engagement alongside the Company Secretary after receiving responses.
- Through our investor website at investors.computacenter.com, our regulatory news service announcements, which include our annual and interim results, and our Annual Report and Accounts.

How the Board was kept informed of engagement outcomes, and considered the interests of investors during discussions and decision-making:
The Board received updates from the Executive Directors on key issues raised at their investor roadshow meetings, and from the Chair on the governance roadshow.

Feedback from institutional shareholders was also reviewed through formal reports provided to the Board from the Company's brokers, Credit Suisse and Investec. These summarised movements in institutional investor holdings in the Company and provided investors' thoughts on their meetings with the Executive Directors following the release of the Company's annual and interim results. The reports included existing and potential investors' articulation of the investment case relating to the Company's shares, and any perceived attractions or barriers to investing.

Feedback received from our investors focused on several areas, including the performance of the business and opportunities for future growth in the United States, the priorities for the Group's use of cash including a range of views around the attractiveness of share buybacks and further acquisitions, and on the Group's current valuation against peers across relevant sectors.

There was investor interest in understanding the extent to which increased demand for our Source, Transform and Manage propositions had been due to changed customer working behaviours related to Covid-19 (such as remote working capabilities), the likely sustainability of these changed behaviours, and understanding wider trends in customer preferences and behaviour which were likely to drive future demand, including the location and method by which the Group delivers its Managed Services offerings, amongst others.

The views of our investors informed Board discussions and decision-making concerning the quantum of dividend declarations (which the Board considered and balanced against other stakeholder interests concerning our balance sheet strength, investment capacity and long-term viability of the Group), resulting in a 2020 final dividend of 38.4 per share and a 2021 interim dividend of 16.9 per share being paid; the Board's review of potential uses for the Group's existing treasury shares, including their potential cancellation or use relating to the vesting of employee share option schemes, following which the Board decided to retain these as treasury shares and review options moving forward; approval of the Group's dividend policy, which the Board decided to leave unchanged; three-year strategy plan; cash deposit and reserve strategy; and a review of the Group's capital allocation, ESG strategy and Executive Director succession plans.

Through updates from the Remuneration Committee Chair, the Board was also made aware of the views of significant shareholders concerning the Company's proposals for Executive remuneration in 2022. As set out in the Remuneration Committee report on page 106, shareholders who responded to the consultation process were broadly supportive of the change related to the increase in the Chief Executive Officer's base salary for 2022.

For further examples of how the Board considered the interests of our investors during the year, please see pages 91 to 92.