



SUSTAINABILITY **REPORT 2021**

We care

SUSTAINABILITY AT ENDAVA

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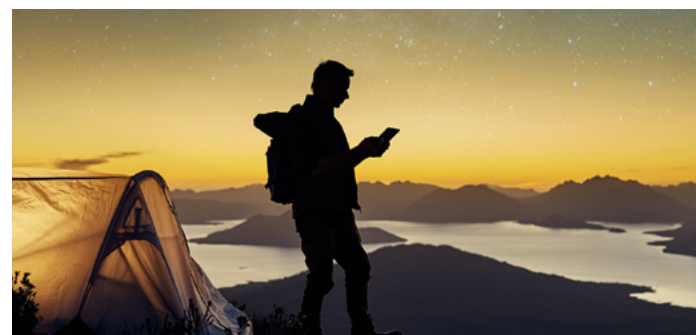
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LETTER FROM OUR CEO



Hello and welcome,

Caring about the success of our people, customers, and the communities that we are part of has always been a focus for us at Endava. It is firmly rooted in our core purpose and values.

“I am proud that this year we have started to tell our We Care story and now equally delighted to be sharing our first Endava Sustainability Report.”

Across the pages of this report, we will be taking the opportunity to unpack the highlights of our We Care initiative, as well as the important steps we are taking to drive the future resilience of our business.

Our stakeholders are increasingly interested in the positive impact we have beyond financial returns, so we want to share more about the safeguards we have in place with respect to cybersecurity, our ethical approach

to business and commitments to diversity, inclusion and belonging, as well as our wider contributions to society, and our efforts to tackle climate change.

We invite you to discover more about all the great work we are doing with respect to the key Environmental, Social and Governance (ESG) issues.

Some of our contributions are more recent initiatives like our award-winning Wellbeing offer or our RISE mentoring programme, all designed to support and enable our people to be the best that they can be.

At the same time, we also have many long-standing programmes, such as enabling our people to share in Endava's success through our Sharesave scheme and by recognising individual and team contributions through our Your Zone Awards, all of which are underpinned by our culture, values and purpose as a business.

In addition, our clients look for partners that will contribute towards their own ESG goals by helping them build ESG-conscious solutions that reimagine the relationship between people and technology.

As you will see, we have featured stories that demonstrate how the expertise, dedication and commitment of our people through their constant innovation has helped our clients accelerate transformation in their businesses.

We also put a spotlight on how our passion flows into our communities through the areas of education, health and the environment. We believe we can positively impact the cities in which we operate by contributing to the development of thriving IT communities, including encouraging and enabling women to build a career in Tech.

At Endava, it is and always will be about the success of the people who work with us, engage with us and invest in us. We believe this focus will enable us to remain a resilient and sustainable business in the future.

Stay well and stay tuned,

John Cotterell,
CEO, Endava



ENDAVA AT A GLANCE

ENDAVA IS REIMAGINING THE RELATIONSHIP BETWEEN PEOPLE AND TECHNOLOGY

For more than 20 years, we have helped some of the world's leading payment, financial services, telecommunications, media, technology, consumer products, retail, mobility and health care companies accelerate their ability to take advantage of new business models and market opportunities.

By leveraging next-generation technologies, our agile, multi-disciplinary teams provide a combination of product and technology strategies, intelligent experiences and world-class engineering to help our clients become more engaging, responsive and efficient.

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

MAKING A POSITIVE IMPACT

We are helping our customers to accelerate transformation in their industries. We give the people who use the systems we design, build and operate more confidence and motivation to engage digitally. We've created a culture that cares about

people's careers and wellbeing, enabling them to be the best they can be, and we believe in the power of community to spark change, contributing to our local communities and, more broadly, to the technology and services industry.

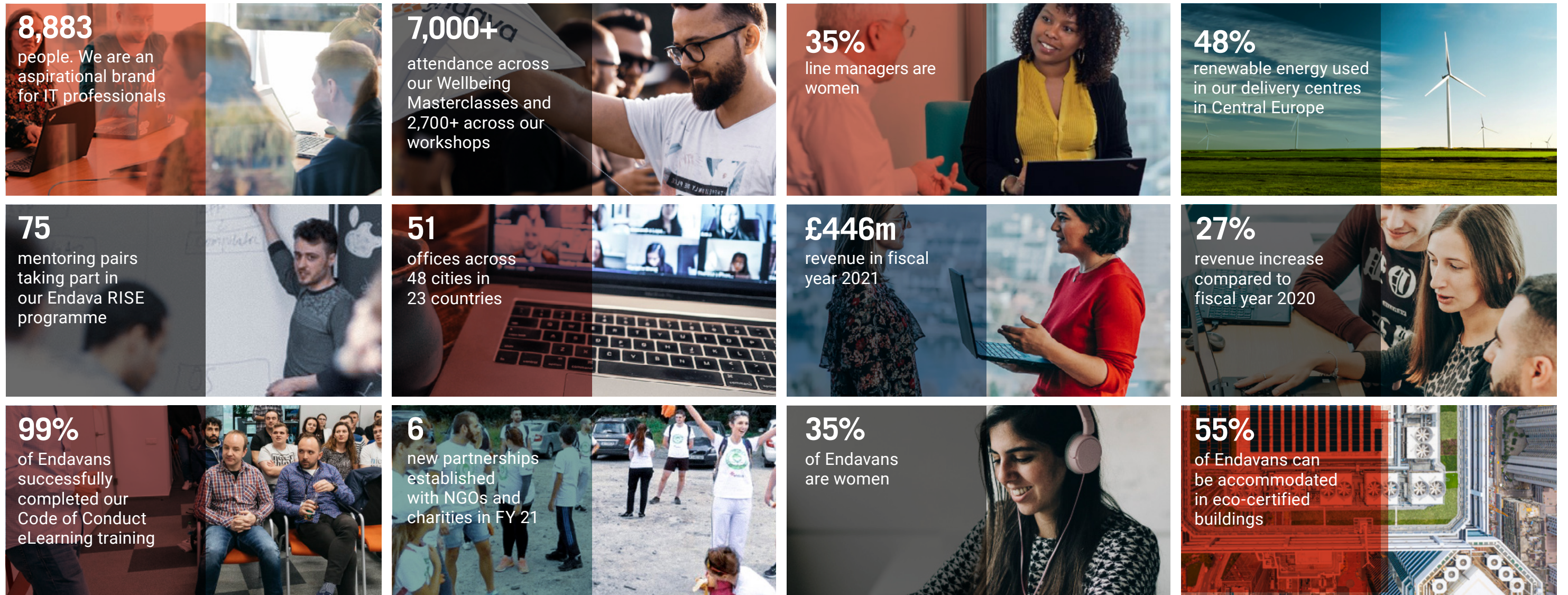
WE ENABLE CHANGE

- We are a leading next-gen technology services provider and help accelerate disruption by delivering rapid evolution to enterprises.
- Our Endavans synthesise creativity, technology and delivery at scale in multi-disciplinary teams, enabling us to support our clients from ideation to production.
- From proof of concept to prototype and production, we use our engineering expertise to deliver enterprise products and platforms capable of handling millions of transactions per day.
- In this new reality, we'll build the experiences, technical scaffolding and infrastructure to enable a new set of interactions between people and technology.

ENDAVA AROUND THE WORLD



2021 WE CARE HIGHLIGHTS



OUR CORE PURPOSE AND VALUES

We have built our business around a simple philosophy: we focus on helping people to succeed. That includes supporting the people who work for us, engage with us and who use the systems and applications we design, build and operate.

This philosophy is expressed in our core purpose and values which drive everything we do here at Endava. They make us distinctive and drive the way we operate as a business and as human beings.

OUR CORE PURPOSE

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

OUR VALUES

SMART

We employ clever people, blending experience and talent to deliver smarter solutions.

TRUSTED

Our relationships are built on trust and a marriage of equals.

“As Endava has grown over the years, we have remained true to our core purpose and values. They influence the decisions we make and our commitment to conducting business ethically no matter which part of the world we operate in.”

John Cotterell,
CEO, Endava

OPEN

We are confident in our abilities, our approach and our people, so we are confident about being transparent.

ADAPTABLE

We embrace change and value differences, enabling us to succeed in complex environments.

THOUGHTFUL

We care deeply about the success of our people, our customers and the communities in which we operate.



WE CARE: OUR ESG APPROACH

Endava's **We Care** approach is designed to bring our sustainability mission to life. We have determined the key pillars that reflect our approach, which are underpinned by our core purpose and values, making it easy for clients and other stakeholders to understand our ESG priorities, as well as the actions we are taking.

We Care reflects our robust approach and solid achievements around Innovation & Data Integrity and Operating Responsibly, which are critical to the growth of our business, as well as the focus on areas directly connected to our purpose – Our People and Social Impact. It also captures our increasingly ambitious Environmental Impact agenda to ensure we are living up to our responsibilities.

OUR PEOPLE

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

ENVIRONMENTAL IMPACT

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

INNOVATION & DATA INTEGRITY

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



SOCIAL IMPACT

We contribute to the societies we are part of, and more broadly the technology and services industry, through community and fundraising activities in the areas of education, health and the environment.

OPERATING RESPONSIBLY

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



STAKEHOLDER ENGAGEMENT

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

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

These collective inputs help us shape our approach, prioritise our focus, identify gaps and determine those areas where we believe we can turn the dial and have the greatest impact across the year. This year our We Care roadmap centred on a number of high-impact and sustainable initiatives focusing on women in technology, inclusion, community, operating responsibly and environmental impact.

We have aligned each focus area of our We Care approach with the SDGs and SASB material issues, as mapped on this page. For further details please refer to the [Appendix](#).



OUR PEOPLE



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

SOCIAL IMPACT



- Community engagement

OPERATING RESPONSIBLY



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

INNOVATION & DATA INTEGRITY



- Innovation and digital acceleration
- Data security and privacy

ENVIRONMENTAL IMPACT



- Carbon abatement arising from our services
- Energy management and greenhouse gas (GHG) emissions

TRENDS SHAPING THE FUTURE

Megatrends are powerful macro-scale forces that are reshaping the global economy. Understanding them helps us see the big picture and how the world is changing, and to ensure our company is sustainable and resilient to future challenges.

By recognising immediate and more gradual shifts in how people consume, work and live, we help our customers and clients reimagine and better navigate the complexity of the ever-evolving relationship between people and technology. This is a space where we feel at home and our engineers derive their greatest joy – it allows us to design forward-looking services and solutions that help our customers succeed, today as well as tomorrow.

In identifying relevant megatrends, we explore the research of leading organisations and consider how Endava and our customers are best placed to react. Stakeholders are also increasingly interested in how companies identify and act on the most pressing issues – those that affect the company's viability, as well as address its impact on the wider world.

This work complements our stakeholder engagement and also feeds into our ESG approach.

Technological breakthrough

The digital revolution is touching every aspect of our societies and economies and changing our behaviours and expectations. Breakthroughs in smart grids, renewable energy, electric vehicles, robotics, the Internet of Things (IoT), artificial intelligence (AI), e-commerce and many other areas are reshaping daily life.

¹ IHS Markit: The Internet of Things: a movement, not a market, October 2017

² McKinsey, The future of work after COVID-19, February 2021

The ubiquity of technology such as mobile devices and cloud computing has lowered barriers for new competitors, fuelling innovation and disruptive new models, and leading to exponential growth that means there are projected to be 125 billion internet-connected devices on the market by 2030, up from 17 billion in 2017¹.

However, if we are to address challenges posed by issues such as climate change, shifting demographics and urbanisation, we must employ innovation, technology and breakthroughs to help us. Technology also has a vital role to play in democratising education and boosting social mobility, as well as making services and society more accessible and inclusive.

As a digital, distributed, forward-thinking company, Endava has the foundations it needs to thrive. Our people are already using their expertise and agility to address challenges around the world while safeguarding the assets and information we are trusted with. We are helping our clients accelerate transformation by reimagining the relationship between people and technology.

See [Innovation at Endava](#) and [Data Integrity programme](#) for more detail.

Future of work after COVID-19

The COVID-19 pandemic caused many existing trends to leap forward. Remote working, e-commerce and automation rapidly accelerated. Sectors with the highest proximity between people were typically the most disrupted and are likely to remain so beyond the pandemic.

McKinsey found that 20–25% of the workforce in advanced economies could work remotely three to five days a week². We believe a long-term shift to remote work will necessitate continued investment in tools that enable seamless collaboration and a shift to more flexible workspaces, likely resulting in smaller overall office footprints.



CASE STUDY

DEVELOPING ADVANCED FOOD SUPPLY CHAIN SOLUTIONS

Our client, one of the world's largest global temperature-controlled industrial real estate investment trust (REIT) and logistics solutions provider, is helping transform the supply chain by preserving and protecting food and optimising its distribution. The company has also been named as a visionary partner of Feeding America, the United States' largest domestic hunger-relief organisation.

Endava has been helping develop its industry-leading warehouse operations technology, including by implementing automation and applied data science.

“As a provider of next-generation technology solutions and digital native teams, Endava is frequently engaged with its clients in looking at the impact of new technology on tomorrow's world. Understanding the impact of the software we write and technology platforms we build is vital to ensuring long-term sustainability.”

Matt Cloke,
Chief Catalyst



Virtual interactions and transactions also became much more important. Online banking, e-commerce, telemedicine and entertainment gained significant traction – as did automation and AI assistance in environments such as distribution, stores and manufacturing.

In our world today, many businesses are preparing for extended periods of limited physical contact between humans. True digital transformation and a flexible business model in a digital landscape may dictate a company’s ability to survive and succeed – and become mission-critical for some organisations.

We believe Endava is ideally placed to thrive in this new normal. We measured an average productivity uplift when we switched to full remote working, demonstrating the resilience of our people, systems and processes, and we plan to retain a hybrid model of working post-pandemic. We also intend to help other organisations adapt successfully to this new way of working.

See [The capabilities powering our innovation and Business continuity](#) for more detail.

Demographics and social change

Most of the world’s advanced economies are ageing rapidly – by 2030, the UN projects a 45% increase in the population of people of over 60 years old³. Ageing populations have significant implications, including increasing the demand on health care and a shrinking workforce. We expect technology that provides intuitive and helpful user experiences to all demographics – especially seniors who are often overlooked in the wave of change as technology progresses – will be critical to delivering high-quality health care. We believe Endava’s strong existing portfolio in the health technology sector means we are ideally suited to help improve system efficiencies, clinician-patient interactions and patient outcomes through our inclusive solutions.

3 United Nations: World Population Prospects, June 2017
4 McKinsey, Attracting and retaining the right talent, November 2017

Over the coming decades, we expect the shift in mobility for those living in urban areas will be profoundly changed. Endava is creating strategies to address Mobility as a Service (MaaS) through industry partnerships, thought leadership and technology assessments to streamline transit options.

We believe the pandemic has undermined assumptions about rapid urbanisation and mega cities. Many knowledge workers can now effectively operate outside of urban settings, which is being reflected in the movement of people away from urban centres.

In this new environment, competition for the best talent will increase and companies will need to invest in attracting, training and retaining the right people⁴. Our comprehensive recruitment, development and retention strategy – as well as our extensive inclusion and Women in Tech initiatives – are key to building a resilient, diverse and talented workforce able to meet emerging challenges and champion change.

See [Careers and progression](#) for more detail.



CASE STUDY

IMPROVING CLINICIAN-PATIENT INTERACTIONS THROUGH CLEVER DIGITAL SOLUTIONS

A leading health technology provider partnered with Endava to develop several apps that help clinicians and patients make the most of their time together.

We built a triage app that configures online questionnaires, a tool for audio or video chat on computers and mobile devices, and an application that allows clinicians to use home exercise or remote resolution programmes to improve patient outcomes.

CASE STUDY

USING OUR EXTENSIVE CLOUD INFRASTRUCTURE EXPERTISE TO SUPPORT ADVANCED HEALTH CARE SOLUTIONS

Endava has been chosen by a leading provider of advanced health care solutions for the management of blood plasma, tissue and cells to help design and implement Amazon Web Services (AWS) application infrastructure for one of its clients in Germany. Leveraging our in-depth technical expertise in cloud infrastructure and AWS, we are minimising implementation costs while migrating on-premises software into the cloud. Our solution will allow faster future cloud implementation as we automate the infrastructure provisioning.





Climate change

Rapid, large-scale reductions in emissions will be needed to achieve the Paris Agreement's 1.5-degree Celsius goal and mitigate severe, irreversible changes to our climate⁵. Companies have a key role to play – both in becoming more resilient and sustainable and in creating solutions that help others do the same. A growing body of indices also show that companies with strong ESG credentials consistently outperform their respective markets^{6, 7}.

As a responsible provider of next-generation technologies, it is imperative that we consider the environmental impact of the software and technology infrastructures we design. At the same time, we are committed to ensuring the ethical impact of the vendors we use.

See [Environmental Impact](#) for more detail.

Shifts in economic power

Today's emerging markets are projected to become six of the world's seven largest economies by 2050⁸, with major urbanisation in African and Asian countries. As well as the emergence of new middle classes, emerging markets are notable for their ability to lead advanced economies by more easily adopting technology to boost productivity. There are also opportunities for low-carbon transition by leap-frogging inefficient and polluting models in developed economies, taking advantage of tumbling renewable energy costs⁹.

We believe Endava will encounter opportunities to solve structural constraints – for example, to assist in meeting demand for food, clean energy and more efficient communications. We have already demonstrated our skills in building user-centric technology driving low-cost, low-carbon transport in emerging economies in partnership with OX.

See [Innovation at Endava](#) for more detail.

CASE STUDY

INNOVATING TO REDUCE ENERGY COSTS

STEM is a global leader in AI-driven energy storage systems. Its solutions accelerate renewable energy growth, help alleviate power grid intermittency issues and support corporate ESG goals.

Our data scientists and data engineers worked with STEM's software team to build solutions that reduce energy costs by automatically switching between battery power and grid power according to peak and off-peak periods.



⁵ Intergovernmental Panel on Climate Change, Climate Change 2021: The Physical Science Basis, August 2021

⁶ Fidelity International, Putting Sustainability to the Test, November 2020

⁷ Chief Executives for Corporate Purpose, A Deeper Look at the Return on Purpose: Before and During a Crisis, Spring 2021

⁸ PricewaterhouseCoopers, The Long View, February 2017

⁹ iShares, Megatrends: Emerging Global Wealth, 2021





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

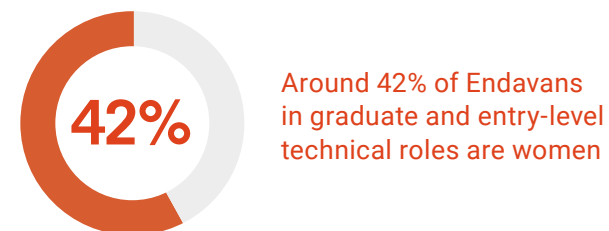
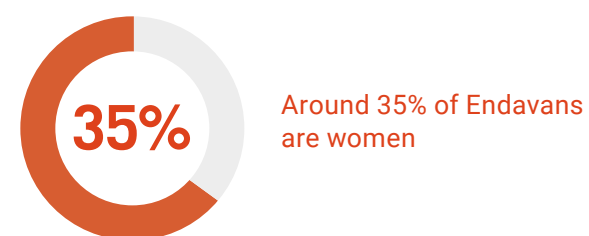
HIGHLIGHTS FROM 2021

LAUNCHED Endava RISE mentoring programme
INTRODUCED Textio to all recruiters, making job ads gender-neutral
COMPLETED review of parenting and maternity support
7,000+ attendance in Endava Wellbeing masterclasses
97% of participants would recommend Endava Wellbeing to a colleague

LOOKING FORWARD TO 2022

EMBED Diversity, Inclusion and Belonging Forum
DEVELOP and **EXPAND** Inclusion Week

There are many ways people can learn and develop their skills, with equal and equitable access to career opportunities based on merit. We care about our people's health and wellness, providing virtual workshops and interactive digital resources through the **Endava Wellbeing** programme.



“Our great people and culture make all the difference. Endavans live and breathe our company values; they are the reason our customers trust us to deliver value to their businesses no matter how difficult the project. It has been great to see the way everyone has pulled together to ensure our teams and clients have been supported and have kept delivering while working through such uncertain times.”

Rob Machin
Chief Operating Officer

Contributing to the Sustainable Development Goals



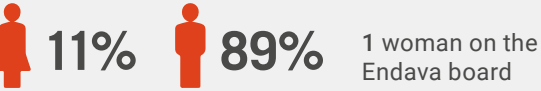
ENDAVA IS ALL OF US

ALL ENDAVANS GLOBALLY: 8,883

Total Endavans by gender



Endavans in senior management by gender



Endavans in management by gender



Endavans leading teams by gender



Endavans in technical roles by gender



Endavans in other roles by gender



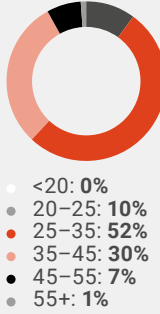
By location



33 YEARS

Average age of Endavans

By age



ENDAVA'S STRONG CULTURE

Endava is a place where we can all be authentic and inspired and collaborate across boundaries as part of highly effective teams. Our aim is to create a working environment that offers both equality and equity of career opportunity based on merit, powered by development opportunities such as the **Endava University** learning platform, **Pass It On** sessions, and regular employee engagement by our CEO and senior leaders.

Our values express our personality. They are what make us distinctive from other companies when embodied by Endavans acting in an open, thoughtful, adaptable, smart and trusted way. They show that we care about the people we work with, the customers we interact with and the communities we are part of, everywhere we operate.

Everyone plays a part in making Endava a great place to work. It's a place where people feel a real sense of belonging and are respected, included and connected to our culture. Each month, we recognise our Endavans' contributions through our **Your Zone** and **Team Zone Awards**.

Humans of Endava

We are tech addicts and lifelong learners who strive for a healthy mix between our careers, families, and passions. We celebrate people's careers not only as professionals but also as **#HumansOfEndava**. In giving our everyday heroes a voice, we blend different perspectives, helping us learn and grow together. See the **#HumansOfEndava**

CAREERS AND PROGRESSION

We care for our Endavans' growth. When they move forward in their careers and lives, we empower them to take advantage of our career coaching, cross-disciplinary development, knowledge sharing and mentoring opportunities. Our challenge-support culture provides technical and soft skills training, enabling juniors and seniors to lead by example and explore their career path opportunities.

Our **Career Development system** helps Endavans navigate career paths and share 360-degree feedback on performance and development. This helps us embody our core value of Openness, which is at the heart of how we approach work and collaboration.

Challenge and support culture

Empowerment and opportunity underpin our culture of being the best we can be. Our people are supported to be self-aware of their strengths while challenging the status quo and developing smart solutions for the future. We take ownership of our actions, learn to understand our abilities, and develop behavioural skills that are helping us to set and pursue clever goals.

Supporting success

We believe that leadership isn't confined by title or position. It's about action and example. We enable success through the combination of guidance and support provided by our career coaches, line managers and compensation reviewers. Working together, they help us ensure equity, equality and fair-minded promotions and rewards.

At the **Romanian Business Services Forum & Awards Gala** in 2021, Endava was awarded **Business Services Company of the Year** and **Employer of the Year**, reinforcing our position as an employer of choice in a number of our locations.

Endava University is an online learning platform that enables Endavans to learn on demand, featuring an extensive series of digital learning accelerators, presentations, videos and tools that empower our people to develop their talent. Endava University also hosts **Endava Reads**, a digital library of e-books and audiobooks available to all our people on any device. Launched in 2021, the library will feature collections that support important initiatives such as **Women in Technology, Diversity and Inclusion, Inclusive Leadership and Wellbeing**. As of end of June 2021, 442 books had been borrowed by 275 users.

It's part of our culture to share knowledge. Our **Pass It On** sessions, run by colleagues, share knowledge throughout the company and inspire and support Endavans. We empower all our people to share their ideas and experiences, creating a community where support is always heartfelt and within reach. Whether we 'pass it on' in person or through short courses related to best practices and methodologies, these sessions mean we can be more than the sum of our parts.

We support the growth of tomorrow's bright minds by building bridges between Endava and technical university through our **Internship and Graduate programmes**, student competitions and dedicated events. We are always looking for young, passionate and smart new talent – people who are eager to gain hands-on experience in our industry. Through our programmes, they can grow their expertise by working on major innovative projects for some of the world's biggest brands, with the guidance and support of our experienced colleagues.



Endava's Graduate Programme offers exciting opportunities for people with IT degrees and backgrounds to begin a career in the industry with Endava, following the completion of a three-month intensive training period spent working on real client projects in a wide range of industries. This hands-on experience enables graduates to specialise and, under the guidance and support of a coach, they have the opportunity to improve their technical and soft skills.

Endava's Internships connect outstanding university students to our three-month programme joining with Endava teams across our locations, gaining industry insight and exposure to international projects, improving their technical capabilities and developing their interpersonal and leadership skills. Our senior and training employees are committed to sharing their knowledge and expertise, coaching, challenging and supporting young talent, treating interns as professionals and exposing them to a complex environment. Students can apply for an internship in a wide range of disciplines.

Launched in 2015, our **Schools for... programme** includes specific training for people looking to start a career in IT, regardless of their background and level of experience. Schools for... sessions are highly specialised three-month courses with a strong applied learning component that involves senior colleagues and external trainers who facilitate internal workshops, hands-on project experience and training courses to help participants grow in their chosen area.

TECHNICAL COMMUNITIES POWERING PERSONAL GROWTH

Our technical communities enable Endava's world-class engineers to grow individually and collectively. Week-long interactive global events showcase future trends and new technologies, while **Rapid Insights sessions**

look at leading-edge digital solutions connected to client projects. Our annual **internal hackathon**, **Dev Week**, and our **Testing, AM and PDM Weeks**, as well as our **Innovation Lab**, give Endavans a platform to showcase their creativity and technical skills.

ENGAGING OUR PEOPLE

We care that everyone has a voice and feels heard. The CEO and Executive Team regularly engage with our people, answering questions in **#EndavaGatherings** live broadcasts hosted in all our regions. In 2020, we introduced **Ask a Leader** videos to address Endavans' COVID-19 concerns specifically. Building on their success, we also launched **Ask an Engineer** videos. Emails and **QuickFire** newsletters share relevant information on decisions taken by management, emerging developments, innovations and Endava's future growth ambitions.

PRIORITISING THE WELLBEING OF OUR PEOPLE

To enable our people to grow and stay connected, we introduced **Endava Wellbeing** in 2020. The programme brings together a wealth of tools and resources organised around four key pillars – **Mind, Body, Home and Community**.

The programme encourages exploration of the mechanics of the Mind, discovering the most critical steps in taking care of the Body, examining the need for digital detoxing at Home and learning about the important role Community plays in having a sense of belonging.





Our blended approach offers workshops or masterclasses, apps and online materials in our digital library. As of June 2021, attendance was over 7,000 for masterclasses and over 2,700 for workshops led by renowned experts. More than 2,800 Endavans signed up for **Wellbeing apps** and communities, and the content from our broad digital library was accessed over 4,500 times. Satisfaction levels are high, with 97% of participants recommending Endava Wellbeing to a colleague. At the Romanian Business Services Forum & Awards Gala, Endava won **Best Wellbeing Initiative**, recognising the programme's success.

To make sure we properly support all Endavan parents, in FY 21 we completed an end-to-end review of all our parenting support packages so our benefits are comparable across the locations in which we operate.

We ensure all workers are paid at least the official national minimum wage, and where a national minimum wage is not set, we ensure the wages paid are appropriate to the local market and enable Endavans to support themselves and their families.

DIVERSITY, EQUITY AND INCLUSION

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

Our commitment to continue identifying and eliminating unfair biases, stereotypes or barriers that may limit people's full participation at work and their access to the opportunity to succeed is described in our Diversity, Inclusion & Belonging Policy. Endava's Code of Conduct outlines the standards we expect from our people.

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

David Churchill,
Chief People Officer

We ask everyone to be mindful of how their behaviour impacts others, offering a **Speak Up Safely** service to deal with any concerns raised.

In 2021, we established the **Endava Diversity, Inclusion and Belonging (D&I) Forum**. Underpinned by our values, the Forum aims to bring together a broad and varied group of people from across Endava to drive and deliver sustainable organisational inclusion, champion inclusion initiatives, and help position Endava as an employer that is representative of the societies we live in and serve. The Forum has six workstreams:

- gender balance
- disability
- race and religion
- sexual orientation and gender reassignment (LGBTQ+)
- families, parenthood and pregnancy
- age and social mobility.



We are also mindful that 1% of our people are foreign nationals – those needing an employment visa where they work – and the 0.06% located offshore from the country where we employ them.

To continue developing a culture where we all feel respected, included, supported and connected, we held Endava's first **Inclusion Week** in July 2021, dedicated to discovering more about diversity, difference and inclusivity, supporting our commitment to being an inclusive community. Over 3,000 attendees from across our business joined masterclasses encouraging us all to reflect on how to be more inclusive and compassionate.

In FY 21, we joined **The Valuable 500 initiative**, demonstrating our commitment to being an inclusive community that accepts and celebrates the diverse backgrounds of our Endavans. As well as establishing a D&I Forum, this commitment includes providing **Inclusive Leadership** and **Inclusion Awareness** masterclasses and digital resources for all employees and introducing **Endava Signs**, a sign language programme to make Endava more accessible for the deaf and hard of hearing.

Supporting women in technology

We rejoice at seeing more women enter careers in tech as IT professionals, leaders, mentors and colleagues. Around 35% of our Endavans are women and 42% of our people in graduate and entry-level technical roles are women. While this is encouraging, we recognise there is more to do, especially at the senior management level where 11% of our people are women.

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

OUR DIVERSITY AND INCLUSION AGENDA

Enabling Endavans to be the best they can be

- Endava is and intends to always be an inclusive community that accepts and celebrates the wonderfully diverse backgrounds of our people, making sure they feel respected, included, supported and connected to our culture.

Women in Tech

- We are committed to achieving greater gender equity by increasing the number of women in leadership and governance roles across Endava and contributing to the broader technology and services industry through our partnerships with schools, colleges and non-governmental organisations (NGOs) on programmes that encourage young women to discover a career in technology.

Careers and wellbeing

- Career opportunities at Endava are based on merit alone. We support our Endavans' development and wellbeing as they take on new projects, move into new roles and progress in their careers.

In 2021, we are partnering with **Save the Children** to support 100 girls and young women from disadvantaged communities to explore a career in technology through a four-module coding programme, each taking place over five weeks. At the end of the course, participants will be able to create a digital solution.

We are also launching virtual awareness sessions in high schools in Romania to spark curiosity among over 500 young women about a career in technology. The sessions, run by our partners and featuring Endava employees, will also promote the **Endava Academy** programme.





CASE STUDY

REMOVING HIDDEN BIASES IN OUR JOB ADVERTS AND DESCRIPTIONS

We want to ensure we are attracting the widest possible range of people to Endava, so in May 2021 we gave all of our recruiters access to Textio – an augmented writing tool that removes bias from job adverts, with training to help write thoughtful and inclusive recruitment and communications content.

Using this tool, recruiters can identify words or phrases that may or may not appeal to certain gender or age groups, so that we can create engaging communications that reach the widest possible pool of talent.

CASE STUDY

ENDAVA'S WOMEN'S WEEK 2021

Building on this programme, established in 2020, this year we had a number of thought-provoking global and regional events during our **Women's Week**, offering new perspectives and inspiration for our people – over 1,500 attendees took part. Highlights included:

- The Women in Tech Panel, which brought together leaders from our global business to share their career tips on how to be the best we can be. Our panellists discussed the importance of gender equity, the best way for women to navigate the world of technology and how to thrive in an inclusive environment.
- The Power of Diverse Perspectives in Creativity Masterclass which showed that when we open our minds to different perspectives it disrupts autopilot thinking and leads to creativity.
- The Sustainable Grit Masterclass, which highlighted that by connecting to our authentic selves, we can reduce limiting beliefs and drive personal and professional growth to become the best version of ourselves.

During Women's Week, we also sponsored TECH(K)NOW Day – an International Women's Day event – and the Girls Who Code initiative.



CASE STUDY

ENDAVA'S RISE MENTORING

In April 2021, we launched **Endava RISE Mentoring**, a six-month internal mentoring programme designed to provide support and opportunity for our high-potential mid-level women, building their readiness for senior management and leadership roles.

Seventy-five women signed up for the programme and have been paired with a mentor from senior roles whose responsibility is to provide challenge, give feedback from experience and enable the mentee's awareness of blind spots. The pairs have access to a series of skills training, events and guides to support their mentoring conversations. Highlights of the programme include:

- training on getting started and fundamental mentoring skills
- midway masterclass exploring the skills needed at this stage of their mentoring journey and breakthroughs and barriers so far
- close and celebration event to reflect and share personal highlights
- multiple keynotes from inspirational speakers, psychologists and coaches
- mentoring companion guide with further tools, techniques and tips for their mentoring conversations.





As good corporate citizens, we are passionate about partnerships that support the communities where we live and work and the broader technology and services industry – it's how we meaningfully bring our values to life.

HIGHLIGHTS FROM 2021

6 partnerships established with NGOs and charities

LOOKING FORWARD TO 2022

PROGRESS

our programmes and partnerships

IMPLEMENT

the Endava Giving Roadmap

LAUNCH

Giving KPI tracking platform

We are immensely proud of our social impact work over the past two decades – especially in our Central European locations, where we have supported local growth by providing sustainable career opportunities and joined local community projects.



“We care about contributing to the societies and communities we are part of. More than good deeds, it is our calling as a company and a meaningful way to bring our values to life. We are immensely proud of the contributions we have made over the past two decades, helping grow local economies by providing sustainable career opportunities and supporting local community projects.”

David Churchill,
Chief People Officer

Contributing to the Sustainable Development Goals



CASE STUDY

INSPIRING GIRLS TO CHASE A CAREER IN TECHNOLOGY

We continue to contribute to bridging the gender digital divide through our partnerships with schools, colleges and NGOs on programmes that encourage young women to discover a career in technology. As part of Techy por el Día in Uruguay, colleagues opened our doors virtually to show girls what technology companies do. In Serbia, we shared stories of IT career journeys to inspire young women to join the sector at Women Techmakers. And, in Romania, colleagues gave students at Tudor Vianu National College of Computer Science a glimpse at what their career in IT might look like.

CASE STUDY

SUPPORTING REMOTE STUDY DURING THE PANDEMIC IN ROMANIA AND MACEDONIA

As COVID-19 challenged almost every sector, including education, we wanted to help schools adapt to the digital environment by donating equipment and ensuring children had internet access to continue their studies online.

In Bucharest, we worked with an educational NGO to donate PCs and laptops to an orphanage in the village of Zelenikovo and to a Bucharest elementary school that helped 147 students study remotely. Our colleagues in Cluj and Timisoara donated 150 monitors to the Fundație Comunitară NGO for its campaign “You have a computer, you have a future!”, which aimed to help children in and around Timisoara attend school online during the pandemic. We also donated 20 laptops to an organisation in Skopje that provides reconditioned computers to local children to help them follow online classes.

PROGRAMMES AND PARTNERSHIPS

As we develop our approach to making a positive impact through **Endava Giving**, we are focused on connecting, coordinating and concentrating our activities to deliver greater benefit to the communities we are a part of and, more broadly, in the technology and services industry in which we operate. We care deeply about the people who live in our communities, and we believe it is our moral responsibility to help bring an end to the degradation and exploitation of people everywhere.

In 2021, we are launching a range of new partnerships that explore various perspectives of Giving, and we also support important local causes on a pro bono basis, such as our Bucharest delivery centre’s digital solutions support for **Concordia Humanitarian Association, Hope and Homes for Children Foundation** and the **Asociația Magic**.

To support the development of talent in the IT industry we are constantly strengthening our partnerships with local universities. Through internship and graduate programmes, student competitions and dedicated events, together we are helping young, talented people to get started in their career.

We believe coming together to overcome adversity is essential for the growth of every community and we have a track record of contributing to our local communities as well as wider society. Our efforts are focused on education, health and the environment, which are the areas we believe we can have the most impact.

Endava’s people volunteer their time and expertise to local causes, bringing our values to life in practical ways. In response to COVID-19, they stepped up, including by helping **Code4Romania** build health and safety digital solutions, creating 3D printed face mask components when personal protective equipment (PPE) was in short supply, and organising a global fundraising campaign to support hospitals and charities.

In 2021, we worked with **Code4Romania** to develop two health care apps that enable people in Romania to access correct and relevant health information and digitally track their medical history. We are also collaborating with Romania-based organisation **ANIS** on a **Fellowship for Education**, which aims to support teachers to integrate new technologies into the curriculum and to adopt innovative teaching methodologies.

We are working with **NIYA**, an NGO that works to close the technology skills gap by training the most talented refugees and matching them to opportunities around the world. As a founding partner, we will support training for 20 refugees.





CASE STUDY

CONTRIBUTING TO THE INCLUSION OF PEOPLE WITH DISABILITIES IN MONTEVIDEO, URUGUAY AND ROSARIO, ARGENTINA

In December 2020, we joined an initiative of the Bensadoun Laurent Foundation, a Uruguayan non-profit organisation that works for the social and labour inclusion of people with disabilities through programmes on educational and accessible jobs.

Four Endava team members representing our testing and recruitment teams delivered a Testing Talk, which included an overview of the IT industry and how to enter, and the role of a tester in a project team, as well as practical advice on organising CVs and preparing for interviews.

In 2019, we partnered with ITgrarte, a foundation dedicated to offering free IT training to people with disabilities. Each course is adapted to the participants' specific needs and aims to develop skills and promote autonomy and independence. In 2020, our scholarships enabled 15 people to join its programming, testing and technology tools training programme.

CASE STUDY

MORE EFFICIENT, SECURE AND DATA-DRIVEN HEALTH SERVICES THROUGH DIGITAL TRANSFORMATION

Endava has partnered with WebMD Health Services for nearly 10 years, supporting its digital journey. We have helped it develop corporate wellness solutions so companies can improve their employees' health.

Using our experience in distributed agile delivery, we have also supported the development of Pleio's new digital platform, LIFT. Pleio builds meaningful relationships with patients on drug therapy using artfully scripted, live, patient-centric conversations supported by digital outreach.



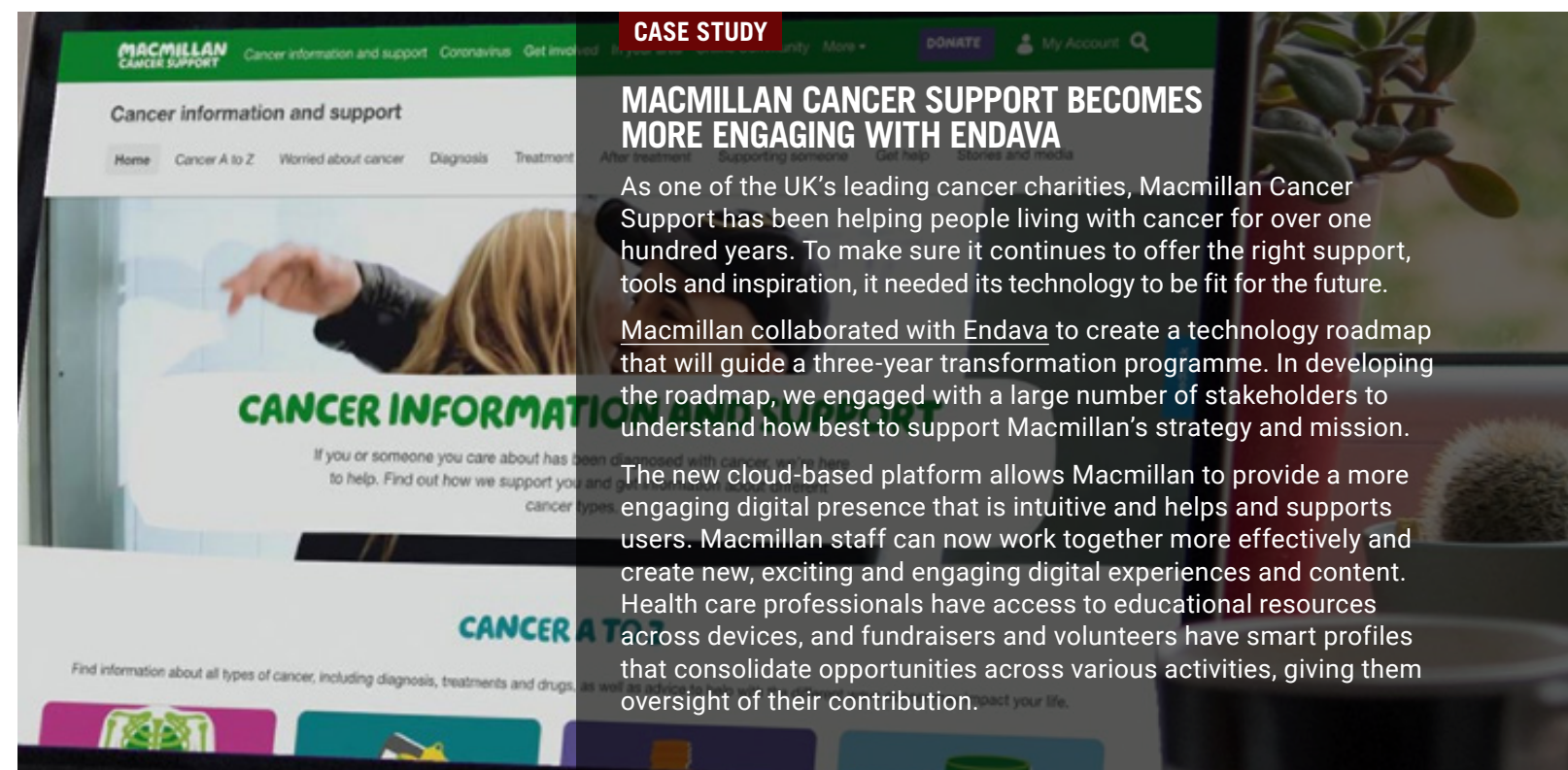
CASE STUDY

MACMILLAN CANCER SUPPORT BECOMES MORE ENGAGING WITH ENDAVA

As one of the UK's leading cancer charities, Macmillan Cancer Support has been helping people living with cancer for over one hundred years. To make sure it continues to offer the right support, tools and inspiration, it needed its technology to be fit for the future.

Macmillan collaborated with Endava to create a technology roadmap that will guide a three-year transformation programme. In developing the roadmap, we engaged with a large number of stakeholders to understand how best to support Macmillan's strategy and mission.

The new cloud-based platform allows Macmillan to provide a more engaging digital presence that is intuitive and helps and supports users. Macmillan staff can now work together more effectively and create new, exciting and engaging digital experiences and content. Health care professionals have access to educational resources across devices, and fundraisers and volunteers have smart profiles that consolidate opportunities across various activities, giving them oversight of their contribution.





OPERATING RESPONSIBLY

Endava's approach to business is about acting ethically and with the highest levels of integrity in everything we do. It's about living our values and doing the right thing for our Endavans, investors, customers, suppliers and the broader communities in which we live and work. It flows directly from a strong commitment to our core purpose and values.

HIGHLIGHTS FROM 2021

INTRODUCED

Speak Up Safely regional representatives, to add a human face to the feedback process

LAUNCHED

our new internal customer experience site, for client delivery and account management teams, to drive client satisfaction

LOOKING FORWARD TO 2022

CONTINUE

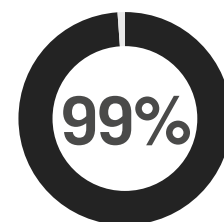
embedding our approach to integrity across Endava

EXPANDING

enrollment in the employee Sharesave scheme

By providing a framework for the way we conduct ourselves at work and developing insights into how to operate ethically in a range of business situations, we prepare everyone at Endava to make the right decisions for our people, investors, customers, suppliers and the broader communities in which we live and work.

We believe that words are also important: they have the power to create a more inclusive, ethically aware culture and an environment where everybody plays their part. That is why we are communicating the values of integrity – character, decency and honesty – to mobilise our workforce to build on our track record of compliance.



In 2021, 99% of Endavans completed the Code of Conduct e-learning course

“We are committed to acting ethically and with the highest levels of integrity in everything we do. We believe this commitment will enable us to retain the trust and confidence of our clients and investors and to ensure a successful, sustainable and robust business for the future.”

Rohit Bhoothalingam,
Group General Counsel

Contributing to the Sustainable Development Goals





Responsible and ethical business practice

Consistent with our values, everyone at Endava must conduct themselves ethically, honestly and fairly with our customers, partners, suppliers, colleagues and others we do business with. We are focused on building a people-centric culture grounded in trust. We actively work on earning and keeping the trust of our clients, investors and fellow employees that we are operating responsibly.

Our **Code of Conduct** (the Code) provides a comprehensive overview of Endava's values and how we embrace them in our daily interactions. It provides a framework for the way we conduct ourselves at work, with insight into how to operate ethically in a range of business situations. The Code also explains our approach to anti-bribery and corruption, conflicts of interest, insider trading, health and safety, human rights, speaking up safely, protecting company and customer information and assets, and responsible communication. In 2021, we did not experience any monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations. In 2021, 99% of Endavans completed the **Endava Code of Conduct e-learning course**.

Speak Up Safely

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

- speak with their line manager or directly with our Group General Counsel
- call the Speak Up Safely toll-free anonymous helpline
- complete an anonymous electronic form.

We are introducing a new way to raise concerns, by appointing **Speak Up Safely** regional representatives. The new role is impartial and will provide guidance and navigation on the options available.

Strong business relationships

We value deep, long-term relationships with our customers and measure the strength of these relationships through regular surveys. Our account teams focus on our customers' needs and expectations to constantly adapt and deliver innovative solutions. We develop customer-centric behaviours and attitudes through training and workshops.

Building on our existing **CSAT Dashboard** for Endavans to check survey scores and customer testimonials, in FY 21 we launched a new internal customer experience (CX) site that reflects our continued commitment to creating, measuring and improving the client experience. The new site is aimed at client delivery and account management teams and includes guides, documents, training material and CX-related articles.

Robust corporate governance

Endava's Board shares collective responsibility for the company's long-term success with individual members undertaking clearly defined and documented activities on the company's behalf. The Audit, Remuneration, and Nominating and Corporate Governance committees meet at least quarterly.

We make our Code of Conduct, Speak Up Safely Policy, Anti-Bribery Policy, committee charters and other documents available on our **Corporate Governance portal** at investors.endava.com.

In FY 21, the Remuneration Committee commissioned Aon, independent remuneration consultants, to conduct a peer review and produce a report on executive and non-executive compensation at Endava. That report has been received and implemented. The Board also commissioned Nasdaq Services to conduct a performance review and evaluation of the Board's balance, skills and composition.

“ One of the important ways we reward shared effort and bring this to life has been through our Sharesave plan that enables all Endavans to be part of our growth story and benefit from the company’s success. We are committed to continue to find ways to help even more Endavans share in our success.”

Rohit Bhoothalingam,
Group General Counsel

Rewarding shared efforts

We believe it’s important to thank our colleagues and the **Your Zone Awards** are one way we show them they are appreciated and valued. They recognise colleagues that go the extra mile or make outstanding individual contributions, as well as highly performing teams that have moved the business forward.

Nearly half of all Endavans now participate in our **Sharesave plan**, which enables them to materially benefit from the company’s growth. We are committed to find ways to help more of our people share in our success.

HUMAN RIGHTS AND MODERN SLAVERY

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

We frequently voluntarily surpass our obligations as an employer to improve the lives of Endavans and local communities. We also publish an annual **Modern Slavery Statement** in accordance with the **UK Modern Slavery Act 2015**. New suppliers with an expected annual spend greater than £100,000 must complete a Modern Slavery questionnaire.

It is important to us that our people work in clean, safe and appropriate environments that meet local legal requirements. Our **Speak Up Safely Policy** enables Endavans to report concerns in the strictest confidence – the **Speak Up Safely** service can be accessed by email, a free helpline or by engaging directly with our Group General Counsel.

We have a long-standing position that we do not use or accept forced, bonded or involuntary prison labour or child labour. We also do not demand deposits or hold onto our workers’ identity papers, or work with businesses that do so. We only work with people who choose to work freely, and we respect the right to equal opportunity, freedom of association and collective bargaining. Our working practices respect and uphold all human rights, and we develop our Endavans through training and development programmes.



CASE STUDY

GLOBAL CPG COMPANY USES SMART EMPLOYEE ENGAGEMENT PLATFORM TO BE SMARTER ABOUT REWARDS

Technology has dramatically changed how people work over the past two decades, but the way businesses reward their staff often lags behind. This is a problem for both the employee and for the business.

A global consumer packaged goods (CPG) company with bold ambitions to revolutionise its employee engagement needed an innovative technology partner with the capabilities to support its vision and deliver an end-to-end solution in an agile way.

In partnership with Endava, it launched a new cloud-based platform using Microsoft Azure. Multi-tenanted, secure and fully customisable to each business user's brand, it consolidates information from several disparate HR systems into one database and surfaces that data in useful ways for both employees and the business in real time. Our client is now planning to make the system available to other businesses for purchase.



Driving our agenda forward

We intend to continue acting to reduce the risk of modern slavery and human trafficking in our supply chain, pursuing the following goals for the financial year ending in June 2022:

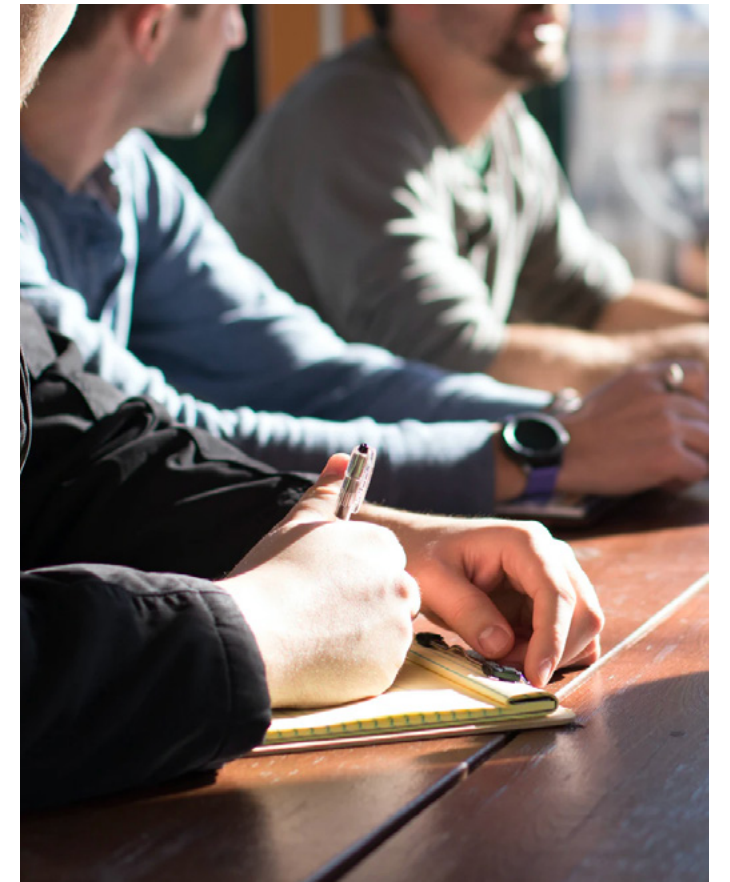
- extending our checks to suppliers with expected annual spend below £100,000
- providing training and awareness to relevant internal stakeholders
- ceasing to engage with current or prospective suppliers that do not comply with the Modern Slavery Act 2015 or any applicable local regulation in a different jurisdiction.

RESPONSIBLE PROCUREMENT

Our supply chain includes an international network of suppliers, mainly providing office and IT goods and services. We recognise the complexity of long supply chains and have a number of Group policies and procedures that reflect our commitment to operating fairly, ethically and responsibly as a business. See our [Anti-Bribery Policy](#) and [Code of Conduct](#).

We are keen to work with suppliers that hold similar values to us. All new suppliers with an expected annual spend greater than £100K are asked to sign **Endava's Supplier Code of Conduct** and answer a **Modern Slavery questionnaire**. They are also subject to annual legal and ethics checks, credit checks, and sanctions checks.

In FY 22, we plan to launch Endava's new **Procurement Guidelines** to formalise and embed our approach across the business, and we plan to hire a Global Procurement Manager to drive consistent behaviour and high standards. These activities will be complemented by a reshaped global procurement structure that better supports our goals.





INNOVATION & DATA INTEGRITY

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

HIGHLIGHTS FROM 2021

LAUNCHED

Endava Workforce Acceleration: improving the efficiency of our workforce forecasting processes by 60–70%

EXTENDED

capabilities of the Endava Integration System for our future data strategy

LOOKING FORWARD TO 2022

AUTOMATING PROCESSES

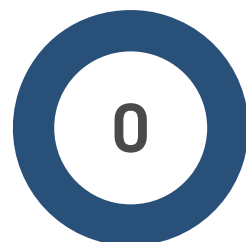
including:

- contracts to cash management
- contracts management
- client engagement
- data management

INNOVATION AT ENDAVA

We help our clients by innovating and delivering dynamic platforms and intelligent digital experiences designed to fuel ongoing transformation of their businesses.

By leveraging next-generation technologies, our agile, multi-disciplinary teams provide a combination of product and technology strategies, intelligent experiences and world-class engineering to help our clients become more engaging, responsive and efficient. [Read about Endava's capabilities.](#)



incidents requiring a report to the Information Commissioner's Office



“For more than 20 years, we have been committed to bridging the gap between people and technology, enabling tech to transform the way people live and work. Each project we complete has wide ripple effects touching a variety of countries, cultures and ways of life. We imagine the future and make it real.”

Julian Bull,
Chief Commercial Officer

Contributing to
the Sustainable
Development Goals



CASE STUDY

ENABLING GROWTH AND REDUCING EMISSIONS IN EMERGING MARKETS

OX Global, the creator of the OX truck, is helping deliver affordable low-carbon transport in emerging markets – stimulating economic growth and positive social impact while reducing emissions. To achieve a lower price, OX truck operating costs are shared across multiple users on a mobility-as-a-service.

We partnered with OX to design a digital ecosystem, suitable for use in Africa with 'feature' phones (non-smartphones) to allow customers to request an OX service, such as transport or distribution of goods. This user-centric technology strategy and operating model is ideal for OX's target market.



CASE STUDY

INNOVATING FOR EFFICIENT WORKFORCE PLANNING

Workforce planning is particularly challenging in the technology and digital sectors. In 2021, we launched the Endava Workforce Acceleration (EWA) tool. Now sitting at the core of all our processes, it helps us plan our workforce and touches all Endava roles and employees. It enables us to meet our core principles: to treat our customers as individuals by finding them the most suitable delivery setup and enabling Endavans to be the best that they can be by making sure they are assigned to projects that are aligned with their expertise and career aspirations. It has already improved the efficiency of our workforce forecasting process by 60–70%.

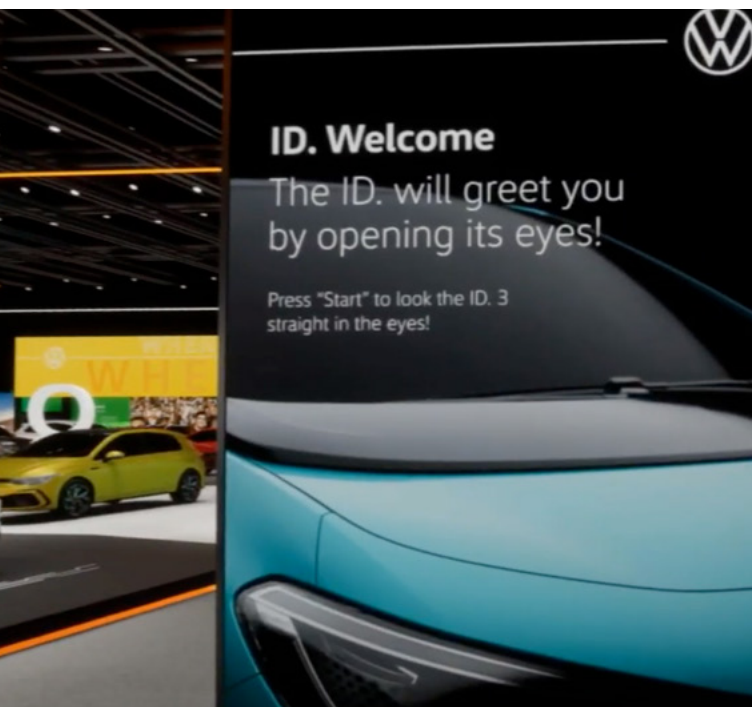


CASE STUDY

VOLKSWAGEN HOSTS A VIRTUAL MOTOR SHOW WITH ENDAVA

When the 2020 Geneva International Motor Show was cancelled, Volkswagen approached Endava to help it create a virtual exhibition booth that overcame travel restrictions and allowed visitors from all over the world to freely explore its products. Together, we developed Volkswagen's first-ever virtual motor show.

The virtual booth, developed in just four weeks, gave visitors the chance to explore over 30 car models from any angle using high-quality 3D visuals and effects, as well as change car colours and parts or explore interactive panels before being forwarded to an ID.3 car configurator. The experience was implemented in real-time 3D based on Unity3D, and streamed from the cloud to any device, using video and music originally produced for the live booth.



“One of the most satisfying things for us is finding innovative solutions to our clients' real problems, providing really practical answers in ways that have not been done before, while always safeguarding their privacy and protecting their assets.”

Eoin Woods,
Chief Technology Officer

We seek to apply our creative skills and deep technical engineering capabilities to enhance our clients' value to their end customers and users. As a result, we are highly focused on remaining at the forefront of emerging technology trends, including areas such as IoT, AI, augmented reality (AR), virtual reality (VR) and blockchain.

We collaborate closely with our clients and are integrated into their teams, which gives us unique insight into how emerging industry trends can help address their needs.



THE CAPABILITIES POWERING OUR INNOVATION

<p>Business analysis</p> <p>Our agile business and technical analysts work hard to develop unique domain expertise, allowing them to engage as product owners or trusted proxy product owners. They add immense value to complex projects, acting as the mediator between business functions and technology teams. Our ability to fully understand business needs and the industry landscape means that we can drive forward our clients’ products and platforms.</p>	<p>Private equity value enhancement</p> <p>To help our clients optimise the value technology adds to their investment, we provide a range of strategic and operational improvement services to accelerate and de-risk technology change while they deliver their growth agenda. These include programme assurance, strategy and roadmap services, and cybersecurity reviews.</p>	<p>Architecture</p> <p>Organisations across all industries need to deliver value faster in the context of complex systems landscapes, changing business processes and multiple evolving engagement channels, including web, mobile and IoT. We help rapidly modernise technology systems to meet these challenges. Architecture is a key enabler to accomplish this by aligning simplification with key qualities such as security, scalability and resilience.</p>	<p>Product design</p> <p>We help our clients to create innovative customer experiences and new business capabilities. We fill strategy gaps, establish product propositions and guide user experience and design across web, mobile and bespoke platforms. We perform stakeholder interviews, multi-actor/multi-channel journey mapping, service design mapping and competitor analysis. To mitigate risk and validate propositions and design decisions, we create, test and iterate on proof of concepts and prototypes. We measure performance after launch against established success metrics and use data-driven evolution to continuously improve products.</p>
<p>Data and analytics</p> <p>Data is one of the most valuable assets that companies possess. Extracting value from large volumes of data and turning it into a competitive advantage is essential to high-impact business change. We help identify, define and implement comprehensive data and analytics strategies, which enhance productivity and profitability through traditional business intelligence, data warehousing, big data platforms, analytics and visualisation, or the implementation of data strategy and governance.</p>	<p>Programme management</p> <p>Through our extensive enterprise programme experience, our teams manage clients’ business and technology change agendas against the pressures of cost, time, scope, capability and culture. We provide expertise in both structuring and executing successful change programmes throughout the full end-to-end transformation lifecycle.</p>	<p>Extended reality</p> <p>We help our clients utilise VR and AR to deliver strong motivational and emotional experiences for their customers and employees. Our VR solutions bring training to life, helping businesses become safer and more efficient. They showcase products in interactive 3D, and facilitate immersive brand experiences. AR intelligently enhances the real world by layering contextually relevant information over a user’s view. Our AR capabilities support our clients’ e-commerce, marketing, training, maintenance and remote communication needs.</p>	<p>User experience design</p> <p>Successful user experience design creates a harmony between the goals of the business and customer needs, delivering value to all audiences. We achieve this through continuous user research, interviews, prototyping, testing and iteration to understand and empathise with users throughout their journeys on web-based and mobile applications. Beyond product launches, we value regular reviews to continuously improve key performance indicators (KPIs).</p>
<p>Digital product strategy</p> <p>We help our clients turn their early responses to business challenges into market-ready products, achieving results that excite their business, users and customers. Our process involves ideation workshops, qualitative and quantitative user research, competitor analysis, user journeys, maps, stories, product development for market scale, rapid prototyping and design concepts. We also create sales materials and strategic roadmaps for products and conduct user tests for product improvements.</p>	<p>Technology strategy</p> <p>Our expertise allows us to select the most sustainable tools and technologies to fit our clients’ business ambitions, as well as design the future state of their organisation’s technology landscape. Through a thorough analysis of a business’ application estate we explain what needs to change and why, across the engineering, architecture and infrastructure arenas. We generate technology change portfolios, for both short- and long-term scenarios, and digital imperatives to provide clear next steps that maximise the impact of new technology trends.</p>	<p>Machine learning and artificial intelligence</p> <p>Using machine learning (ML) and AI, we create greater business value through enhanced automation. Past projects have included classifying documents to retrieve information from financial contracts, forecasting risk for the private equity industry, recommending tasks using written visit reports in health care and classifying emails for IT service support chatbots. ML and AI implementations allow talented individuals to focus on more strategic activities and enhance their ability to deliver at a higher level in their roles.</p>	<p>Visual design</p> <p>We aid our clients by creating meaningful experiences that support their products and services and that have the power to evolve. We generate symbols, typography, colour schemes, iconography, illustrations, animations, film and 3D graphics, as well as comprehensive brand style guides to exhibit and fortify their endeavours. Our approach allows us to create immersive, memorable and magical connections, with no boundary between ‘digital’ and ‘real’.</p>

THE CAPABILITIES POWERING OUR INNOVATION (CONTINUED)

<p>Automated testing</p> <p>We help our clients with projects involving test automation at scale, supporting rapid and reliable deployments. We integrate test frameworks for automation, performance and security testing into the continuous integration (CI)/continuous delivery (CD) pipeline, so that tests are executed as soon as there is a code change, providing immediate feedback, reducing project delays and improving time to market. Our testing frameworks execute across the application architecture, reducing dependency on slower and more expensive UI-oriented testing.</p>	<p>Distributed agile delivery</p> <p>By maintaining a mindset focused on people, processes and technology, our skills and years of experience help our clients deliver large development projects. We scale agile development using our own framework, which we have created from our experience on large-scale client projects. Our cross-functional scrum teams can be distributed across several locations, and we often integrate client teams into our projects. We collaborate using technology such as CI and CD tools, wikis, video conferencing and chat platforms, which all help our high-performance distributed teams be more effective.</p>	<p>Agile application management</p> <p>We optimise and improve the value of our clients’ application estate. We increase the quality and reliability of applications by ensuring they meet the latest market standards and by enhancing them with new features. We optimise businesses by driving continuous improvement in existing application estate, and reducing time to market by driving up the reliability, predictability and efficiency of application change.</p>	<p>Service delivery</p> <p>Operational IT ecosystems require services to be designed so they can adapt and scale to business demands while providing assurance of service quality and reliability. We help our clients by understanding their service needs and the interactions of their operational teams. This allows us to recommend and manage industry best practice standards, policies, tools and grades of service. Our service delivery framework helps with organisation and governance, service design, operational excellence, customer experiences and continual service improvement.</p>
<p>Cloud native software engineering</p> <p>To truly take advantage of a cloud computing delivery model, it’s important to think beyond ‘hosting’ capabilities. We design and build applications that take advantage of cloud platform features for maximum impact, such as dynamic scaling (elasticity), durability and high availability. We also make existing on-premises applications ready for deployment onto the cloud, by actively refactoring the code using microservices and containerisation, rather than a lift and shift approach, which can often miss out on all the associated cloud native benefits.</p>	<p>Intelligent automation</p> <p>Automation has always been the core purpose of enterprise IT. We help our clients move from inflexible IT automation to intelligent automation (IA), which focuses on business and user needs, and on delivering consistent, measurable value. From employing more traditional techniques like robotic process automation (RPA) to cutting-edge methods like ML, we deliver automation projects such as cognitive business process automation, document and image processing and analytics, chatbots and IoT-based automations. These techniques enable businesses to improve efficiency, leading to better outcomes.</p>	<p>Cloud infrastructure</p> <p>Our strong experience in cloud security, cost management and optimisation helps our clients use cloud services in the best possible manner. We cover the cloud journey’s full lifecycle with our strengths and partnerships across AWS, Microsoft Azure and Google Cloud. Our culture is rooted in an automation-first approach favouring infrastructure as code (IaC), and emphasising DevOps principles in how we work. Our capabilities include cloud migrations and hybrid solutions, and we support businesses in all stages of migration and adoption.</p>	<p>Smart Desk</p> <p>Our Smart Desk provides a single point of contact to all end users through a unified communications hub, ensuring our clients receive appropriate support in a timely manner. This includes the coordination of all end-user services, third parties and internal support teams for an excellent customer experience and seamless collaboration between all customer suppliers. We regularly achieve 9.6 out of 10 for customer satisfaction, with more than 70% of tickets resolved on first contact.</p>
<p>Continuous delivery</p> <p>In the fast-paced environment of digital products, bringing new features to customers and adapting quickly to market changes is a key business differentiator. Our continuous delivery engineering practices streamline the idea-to-production cycle in a safe, fast, reliable and repeatable manner. We can help our clients to improve their lead times by architecting for continuous delivery and automating pipelines, deployment, testing, data migration, infrastructure and monitoring.</p>	<p>Secure development</p> <p>In the connected world, security has become one of the most critical risk factors faced by businesses. We deliver all aspects of secure development to protect our clients’ data and systems. We build security thinking into our software development lifecycle by investing in our people, tools and processes, so that these systems are secure by design. Together, we can mitigate the risks of security threats and attacks through a holistic and intrinsic view of system architecture and risk assessment.</p>	<p>DevSecOps</p> <p>Complementing Endava’s commitment to agile delivery, our teams also use a DevOps approach to continuous and cross-functional collaboration between development and operations specialists. We leverage the best continuous delivery tools and techniques and help our clients push through the traditional SDLC to encompass a continuous security approach. We also provide strategic advisory, capability assessment and architecture services for Enterprise DevOps and DevSecOps adoption.</p>	<p>Telemetry and monitoring</p> <p>When outages occur, they hinder customer experience and result in significant business costs. Monitoring allows our clients to see how their applications and all the interconnected parts of their infrastructure are performing at any given time. We help actively diagnose performance and accessibility problems to prevent outages and ensure applications are running at peak performance.</p>

THE CAPABILITIES POWERING OUR INNOVATION (CONTINUED)

Organisational optimisation

To thrive in today's competitive landscape, businesses need to adopt ways of working that support effective collaboration, quick response to opportunities and innovative thinking. We support our clients to foster organisational, technological and cultural change towards an agile state.

Transaction advisory

As the technology landscape continues to evolve, private equity and corporate buyers need to thoroughly assess the technology operations of the companies they are buying to ensure they are able to support the investment strategy. To support our clients' transactions we provide independent, commercially focused assessments of a target or vendor's technology platforms and operations.

DATA INTEGRITY PROGRAMME

“In an era of digital necessity, we want to ensure our company's technological capabilities increase in sensible ways to drive the business forward. We're talking the talk and walking the walk of digital acceleration, not just for us but for our clients as well.”

Helena Nimmo,
Chief Information Officer

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

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

Governance

We introduced data champions who are regional and sector specific, responsible for implementing key data privacy practices alongside the Privacy Team. Our data champions also provide important visibility into our internal operations and help Endava keep privacy at the heart of our service to clients.



Policies

We annually review and update our **Employee Privacy Policy** and our **Data Breach Incident Response Plan** ('Incident Response Plan'). This process ensures that we regularly evaluate our internal privacy operations and ways in which we can continue to improve and make them more robust. In FY 21 we experienced zero data breaches that required reporting to the Information Commissioner's Office. We recently put our **Incident Response Plan** to the test by undertaking a simulation exercise that used examples of significant data breaches. This gave all key responders the opportunity to familiarise themselves with the Incident Response Plan as well as walk through practical and technical considerations that can occur in such circumstances.

Training

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

Endava Integration System

The Endava Integration System (EIS) improves the ability of our core business systems to exchange data that is timely and accurate. Currently operating as both an efficient transactional data system and guardian of quality, EIS is a cornerstone of our future data strategy.

As such, it is increasing in scope and value to us. We are dramatically extending its capabilities by leveraging cloud data technology from our partners to build flexible solutions that support our immediate and longer-term business needs.

Cybersecurity

As a digital company, cybersecurity and the protection of our IT infrastructure, systems and people are vital to our success.

Key security features include firewalls, email and web filtering, multi-factor authentication, monitoring tools and multi-layer anti-malware protection. We only connect approved hardware to our network and unauthorised software is not allowed on company computers while strong access controls ensure only authenticated users can connect.

We think of our Endavans as forming a ‘human firewall’. All our people must complete Security Awareness training at onboarding and then annually. We also conduct scenario-based testing to enable Endavans to recognise and avoid suspicious emails monthly. We report on cybersecurity issues to the Board every month.

Cybersecurity is a key element in our value proposition, so we use external benchmarks to ensure our programmes remain industry leading. In March 2021, we achieved a BitSight Security Rating of 770 (Advanced) – which puts Endava among the top 10% of firms in the technology sector.

To broaden our impact, we are supporting Save the Children International in organising training for 30 young women to become Internet Safety Ambassadors, and multiplying their impact by helping them drive awareness among their peers and as thought leaders.

Employing best practice standards

Our customers want to know they are partnering with a company aligned with industry standards and best practice. We were pleased to announce in December 2020 that Endava had successfully completed a System and Organization Controls (SOC) 2 assessment of our software development and managed services operations.

This gives our customers the assurance that their data is treated in line with the SOC 2 ‘gold standard’ trust service principles of security, availability, and confidentiality. From 2021, we will undergo even more rigorous annual Type 2 audits that will assess our operational effectiveness.

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

Our intelligent Quality Management System (QMS) is certified to ISO 9001. Through the QMS, we ensure that quality is inseparable from the digital products and services we deliver.

Our Quality Assurance process is incorporated in our delivery framework TEAM (The Endava Adaptive Model) – every step is verified against our QMS processes and procedures and Code quality requirements, as well as client specifications. Additionally, our internal audit process and cross-project reviews provide operational monitoring throughout the project to ensure the highest level of quality delivered.

Partnerships

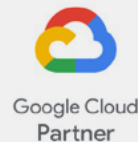
Amazon Web Services

Endava is an AWS Advanced Consulting Partner with the APN 50+ Certification Recognition. We support AWS customers with migration consultancy and delivery, cloud design and build services, and managed cloud environments. In addition to the work performed with our commercial customers, we are also member of the AWS Public Sector Program.



Google

We are a member of the Google Partner Advantage program in North America and multiple European markets for Google Cloud Platform and Chrome Enterprise. We are also an Android Apps publisher. We partner with Google to provide optimised, secure mobile applications and cloud-based solutions.



Microsoft Partner

Endava has maintained a successful working relationship with Microsoft for over a decade. We hold Gold competency status in the fields of Application Development, Cloud Platform, Data Analytics, Data Platform and Cloud Productivity. Endava is a Tier 1 Cloud Solution Provider.



Salesforce

We are a registered Salesforce partner, and we are growing our capabilities at a fast pace, building on vast experience in implementing customer relationship management (CRM) products and related technologies. We cover all business modules and implementation services across the entire Salesforce platform tech stack.



Silver Partner, Sitecore

A Sitecore Solution Partner since 2009, we have delivered dozens of successful Sitecore projects, having designed, built, and maintained customer acclaimed global experiences that were named ‘Sitecore Site of the Year’ twice.



ServiceNow

Endava is a ServiceNow Specialist Partner operating in the Service Provider channel. Through this partnership we are recognised for our capability in delivery of consultancy, implementation and development services in the IT service management (ITSM) space of ServiceNow.





Data privacy and freedom of information

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

Our marketing policies and practices align with the **European Union's General Data Protection Regulation**, and we require individuals to consent to receive marketing communications. In FY 21, the number of users whose information was used for secondary purposes was zero.

Where we use media partners, such as for online events, we review agreements including relevant data protection clauses and we require our partners to obtain consent from individuals before providing us with any personal information. In these cases, we also provide a link to our [Privacy Notice](#) to ensure people can understand how their data is being used.

In FY 21, there were no countries where our core products or services were subject to government-required monitoring, blocking, content filtering or censoring.

We also suffered no financial losses in FY 21 resulting from legal proceedings associated with user privacy, nor did we receive any law enforcement requests or personal requests for user information.

BUSINESS CONTINUITY

Endava's resilience is rooted in our people, locations, agility, and investment in tools and processes.

We choose our global delivery locations based on both the local technical talent and infrastructure, and we strongly believe in the power of small, autonomous, empowered teams that work closely with our clients in a highly distributed fashion.

As a distributed company, we believe that we should be able to deliver all our services from any location without compromising quality. That means ensuring every delivery

centre has the tools and processes it needs, including secure infrastructure, laptops and cloud-based tools, to enable Endavans to work effectively wherever they are.

Endava has an established **Business Continuity Management System** (BCMS), in line with the international standard for business continuity, **ISO 22301:2019**. We have created a framework for **Business Continuity Management** that requires development of specific plans at the delivery centre level to deal with significant disaster events, including pandemics. As a company with employees, customers, partners and investors across the globe, we believe in the importance of being a good citizen and doing our part to help slow the spread of COVID-19. To this end, we enabled Endavans to work remotely in compliance with relevant government advice and suspended all non-essential travel worldwide for employees.

In FY 21, we recorded the following disruptions to our customer-facing services:

- performance issues related to managed services: 36
- service disruptions: 226
- total days of customer downtime: 21.83.

Endava achieved an average up-time of **98.51%**, including planned, out-of-hours maintenance time.

Endava's productivity stayed stable during the COVID-19 pandemic

In March 2020, in response to the COVID-19 pandemic, Endava's entire business moved to a 100% remote working environment. Being equipped for working virtually, all our staff were able to stay fully connected and we saw no infrastructure issues.

We analysed delivery data between January 2020 and mid-April 2020 from teams in Latin America and Central Europe, working with over 60 clients and running approximately 100 projects. We found that our productivity remained stable across all teams, and even saw a slight uplift. This period has also marked a period of growth for us, as new clients sought help with digital projects that enabled them to navigate the new working environment.





ENVIRONMENTAL IMPACT

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

HIGHLIGHTS FROM 2021

48%

of electricity in Central Europe delivery centres comes from renewable sources

55%

of Endavans can be accommodated in eco-certified buildings

LOOKING FORWARD TO 2022

ISO 14001

certifications for our delivery centres

AUDIT

our footprint and set clear environmental goals and targets

We identify aspects of our business that impact the environment and comply with all relevant legislation and regulatory controls in each of our locations. We consume material goods in moderation, extend the lifecycle of our IT equipment, and thoughtfully manage and reduce waste. We also play our part in tackling broader environmental issues by supporting local community projects.

30,000



trees to be planted in Romania through our Planting Good Deeds partnership

“As a company we plan to accelerate our journey to a net positive impact. Simply, we aim to do more ‘good’ for the environment than ‘harm’ as we all have the power to help tackle climate change through our behaviour at work and at home.”

Mark Thurston,
Chief Financial Officer

Contributing to the Sustainable Development Goals



SETTING CLEAR ENVIRONMENTAL GOALS

We aim to move faster towards carbon-neutral operations. We are auditing our footprint to set clear environmental goals and targets by February 2022. Our approach:

- Whenever possible, avoid producing GHGs through business practices such as using telecommunication technologies rather than traveling, limiting resource consumption and recycling.
- Where emissions from our operations cannot be avoided, we will focus on using facilities with green credentials, energy-efficient lighting, hybrid working models and alternative mobility solutions.
- We will offset unavoidable emissions from our own operations by supporting climate projects and working with partners to achieve our targets.

HYBRID WORKING

Endava is moving towards a hybrid way of working. Staff are expected to work in an office less often, so those office spaces will be reconfigured, enabling us to support more staff in the same space. The new model will be piloted in our new office in Bucharest, opened in September 2021. The building chosen meets the highest criteria, including **Leadership in Energy and Environmental Design (LEED) certification v4, WELL certification v2** and as indicated by the **WELL Health-Safety seal**.

We plan to roll out this hybrid approach globally to reduce our carbon footprint by achieving increased workplace efficiency and decreasing our resource consumption.

MANAGING OUR FOOTPRINT

We take our environmental responsibilities seriously, reporting our GHG emissions annually. We are continually looking for ways to further reduce our energy footprint.

In FY 21, we achieved an average of 48% renewable electricity sourced for our Central Europe delivery centres. Globally, ≥ 50% of electricity was sourced from the grid. With our people working predominantly from home during the year, our energy consumption and emissions from our own operations fell. Our location-based Scope 2 emissions at Group level were 1,070 tonnes of CO₂ equivalent, down 65% against previous year.

	FY 21		FY 20		FY 19	
	UK	REST OF WORLD	UK	REST OF WORLD	UK	REST OF WORLD
Scope 2 emissions – electricity, heat, steam and cooling purchased for our own use	11	1,059	63	3,059	48	3,202
Intensity ratio (tonnes CO ₂ e per £m sales)	0.06	4.09	0.40	15.69	0.37	20.27
Energy consumption/ MWh	46	3,500	256	7,353	197	7,889

We began introducing the **ISO 14001 International Standard for Environmental Management Systems** (EMS) at all our locations in 2021. This framework will help us reduce our environmental impact by reducing waste and waste management costs and improving resource efficiency. We are aiming to have our delivery centres certified to ISO 14001 in the next financial year.

“As we continue to move into the brave new post-pandemic world, businesses are increasingly paying closer attention to the next challenges like climate change, and how they can drive more responsible technology without accruing added cost or resource. At Endava, we drive sustainability through digital acceleration.”

Justin Marcucci,
Chief Digital Officer

Fifty-five percent of Endavans can be accommodated in LEED-certified buildings and we already have a range of measures in place to preserve and protect natural resources and promote sustainability within our workplaces including:

- energy-efficient, sensor-operated lighting
- a Group energy policy that puts laptops, monitors and desktops into standby mode when not in use
- installation of recycling bins, reduction of single-use plastics and recycling of used hardware.

We apply strict protocols to extend the lifecycle of our computer and IT equipment, with employees using their laptops for four years. We also recondition and donate laptops to local schools in need and community projects. Any IT equipment that is subject to **waste electrical and electronic equipment (WEEE) regulations** is asset-tracked to ensure accountability.



Since we rely on public cloud services for data storage, we appreciate the commitment providers such as AWS Azure and Google are making to increased use of renewable energy in their operations.

Climate neutrality forms part of our IT partner criteria. In line with national and international agreements to reach climate neutrality, we expect that our partners commit to environmental impact schemes such as the **Climate Neutral Data Centre Pact**, using renewable energy to power data centres and recycling redundant equipment responsibly.

In September 2021, we hired an **Environmental Manager** to drive this agenda forward across our business.

ENGAGING OUR PEOPLE IN ENVIRONMENTAL ACTIVITY

Endava's people regularly support regional initiatives that promote environmental awareness such as volunteer cleanups in Bulgaria, tree planting in Moldova and Ride2Work days in Romania. The COVID-19 pandemic significantly impacted in-person volunteering, so in FY 21 we focused on developing partnerships in readiness for events to resume.

We also help our teams incorporate more responsible habits, including the removal of single-use plastic from offices, installation of recycling sorting bins and promotion of commuting by public transport. Our recently established **Green Champions community** will nurture and lead environmental projects and initiatives, acting as ambassadors and encouraging Endavans to become more environmentally aware and engaged. In FY 22, as part of our **Giving Week**, we also plan an **Environmental Awareness Masterclass** focused on environmental literacy.

To celebrate Endava's 22nd anniversary and to support our long-term environmental goals, we have committed to sponsor the planting of 22,000 trees in partnership

with the **Planting Good Deeds** NGO, due to begin in autumn 2021. This initiative will be connected to our recognition platform, encouraging all Endavans to send e-thank you messages, as a sign of gratitude to colleagues that bring Endava values to life. Each e-thank you will be converted into a planted tree. We have also sponsored a further tree for every employee, which will bring our total to around 30,000 trees.



CASE STUDY

TRANSFORMING HOW THE ELECTRICITY INDUSTRY INTERACTS WITH USAGE DATA

One of our clients, a company operating a platform that underpins the UK energy market, worked with Endava to deliver a new digital product that aims to support the United Kingdom's 2050 net zero target.

We delivered a minimum viable product, providing a graphical presentation of generation and electricity network data, to enable electricity distribution organisations and their customers to best plan for power provision using green and renewable sources. Our client described the final product as transformative for how the electricity industry will view and use data.

CASE STUDY

DIGITAL TECHNOLOGIES TO INCREASE PLASTIC AND ALUMINIUM RECYCLING

MeCycle is an innovative startup reinventing the way plastic and aluminium is recycled. The company pays customers to recycle based on unique codes on containers and specialised bins. We helped to build the recycling system app for the company's pilot that is currently running in New York and online.





“We care deeply about making a meaningful difference for our people, by creating great careers, and for our customers, by creating great systems and solutions, as well as taking our responsibilities to society and the communities we are part of seriously. Doing good has always been at the heart of Endava. We’re really proud of our contributions so far and excited about our sustainability journey ahead.”

Stephanie Hinton-James,
Global Head of Sustainability

APPENDIX

FORWARD-LOOKING STATEMENTS





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







Actual results and the timing of events could differ materially from those anticipated in the forward-looking statements as a result of the risks and uncertainties discussed under the caption “Risk Factors” in Endava’s Annual Report on Form 20-F filed with the Securities and Exchange Commission (SEC) on September 23, 2021, and in Endava’s future filings with the SEC. All forward-looking statements in this publication are based on information available to Endava as of the date of publication, and Endava undertakes no obligation to update or revise any forward-looking statements contained herein.



APPENDIX

SDG INDEX

SDG	TARGET	ENDAVA CONTRIBUTION
	3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	<p>We Care: our ESG approach > Trends shaping the future > Future of work after COVID-19 > p9</p> <p>We Care: our ESG approach > Trends shaping our future > Demographics and social change > p10</p> <p>Our People > Prioritising employee wellbeing > p14–15</p> <p>Social Impact > Programmes and partnerships > p19–20</p>
	<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p>	<p>Our People > Careers and progression > p13–14</p> <p>Our People > Technical communities powering personal growth > p14</p> <p>Our People > Engaging our people > p14</p> <p>Social Impact > Programmes and partnerships > p19–20</p> <p>Our People > Diversity, equity and inclusion > p15–16</p> <p>Our People > Case study: Removing hidden biases in our job adverts and descriptions > p17</p> <p>Our People > Case study: Endava's Women's Week 2021 > p17</p>
	<p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women</p>	<p>Our People > Diversity, equity and inclusion > p15–16</p> <p>Our People > Diversity, equity and inclusion > Supporting women in technology > p16</p> <p>Our People > Case study: Endava's Women's Week 2021 > p17</p> <p>Social Impact > Programmes and partnerships > p19–20</p> <p>Our People > Case study: Removing hidden biases in our job adverts and descriptions > p17</p>
	<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>7.3 By 2030, double the global rate of improvement in energy efficiency</p>	<p>Environmental Impact > Setting clear environmental goals > p33</p> <p>Environmental Impact > Hybrid working > p33</p> <p>Environmental Impact > Managing our footprint > p33</p>

SDG	TARGET	ENDAVA CONTRIBUTION
	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p>	<p>We Care: our ESG approach > Trends shaping the future > Technological breakthrough > p9</p> <p>We Care: our ESG approach > Trends shaping the future > Shifts in economic power > p11</p> <p>Operating Responsibly > Human rights and modern slavery > p23–24</p> <p>Operating Responsibly > Responsible procurement > p24</p>
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	Innovation & Data Integrity > Innovation at Endava > p25–26
	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	<p>Our People > Diversity, equity and inclusion > p15–16</p> <p>Our People > Case study: Removing hidden biases in our job adverts and descriptions > p17</p> <p>Social Impact > Programmes and partnerships > p19–20</p>
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	<p>Innovation & Data Integrity > Innovation at Endava > p25–26</p> <p>Environmental Impact > Hybrid working > p33</p> <p>Environmental Impact > Managing our footprint > p33–34</p> <p>Environmental Impact > Engaging our people in environmental activity > p34</p>
	<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p>Operating Responsibly > Responsible and ethical business practice > p22</p> <p>Operating Responsibly > Speak Up Safely > p22</p> <p>Operating Responsibly > Robust corporate governance > p22</p> <p>Our People > Diversity, equity and inclusion > p15–16</p>
	17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	<p>Our People > Diversity, equity and inclusion > p15–16</p> <p>Our People > Supporting women in technology > p16</p> <p>Social Impact > Programmes and partnerships > p19–20</p> <p>Environmental Impact > Engaging our people in environmental activity > p34</p>



SASB INDEX 2021: SOFTWARE AND IT SERVICES STANDARD 2018

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SI-130a.1	(1) Environmental Impact > Managing our footprint > p33 (2) Environmental Impact > Managing our footprint > p33 (3) Environmental Impact > Highlights from 2021 > p32
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m³), Percentage (%)	TC-SI-130a.2	(1) Data not currently disclosed at Group level (2) Data not currently disclosed at Group level
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	TC-SI-130a.3	Environmental Impact > Managing our footprint > p33
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	n/a	TC-SI-220a.1	Innovation & Data Integrity programme > Data integrity programme > p29–31 Innovation & Data Integrity programme > Data privacy and freedom of information > p31
	Number of users whose information is used for secondary purposes	Quantitative	Number	TC-SI-220a.2	Innovation & Data Integrity programme > Data privacy and freedom of information > p31
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Quantitative	Reporting currency	TC-SI-220a.3	Innovation & Data Integrity programme > Data privacy and freedom of information > p31
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC-SI-220a.4	Innovation & Data Integrity programme > Data privacy and freedom of information > p31
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	n/a	TC-SI-220a.5	Innovation & Data Integrity programme > Data privacy and freedom of information > p31

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA
Data Security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Quantitative	Number, Percentage (%)	TC-SI-230a.1	Innovation & Data Integrity programme > Data integrity programme > p29
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	TC-SI-230a.2	Innovation & Data Integrity programme > Data integrity programme > p29–31 Innovation & Data Integrity programme > Cybersecurity > p30 Innovation & Data Integrity programme > Employee best practice standards > p30 Innovation & Data Integrity programme > Data privacy and freedom of information > p31
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Quantitative	Percentage (%)	TC-SI-330a.1	(1) Our People > Diversity, equity and inclusion > p16 (2) Our People > Diversity, equity and inclusion > p16
	Employee engagement as a percentage	Quantitative	Percentage (%)	TC-SI-330a.2	Data not currently disclosed at Group level
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Quantitative	Percentage (%)	TC-SI-330a.3	Our People > Endava is all of us > p13 Racial/ethnic group representation data is not disclosed at Group level. Headcount distribution by location is disclosed at: Our People > Endava is all of us > p13
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Quantitative	Reporting currency	TC-SI-520a.1	Operating Responsibly > Responsible and ethical business practice > p22



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TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Quantitative	Number, Days	TC-SI-550a.1	(1) Innovation & Data Integrity > Business continuity > p31 (2) Innovation & Data Integrity > Business continuity > p31 (3) Innovation & Data Integrity > Business continuity > p31
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	TC-SI-550a.2	Innovation & Data Integrity > Business continuity > p31

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA
(1) Number of licenses or subscriptions, (2) percentage cloud-based	Quantitative	Number, Percentage (%)	TC-SI-000.A	Data not currently disclosed at Group level
(1) Data processing capacity, (2) percentage outsourced	Quantitative	Million Service Units (MSUs) or other, Percentage (%)	TC-SI-000.B	Data not currently disclosed at Group level
(1) Amount of data storage, (2) percentage outsourced	Quantitative	Petabytes, Percentage (%)	TC-SI-000.C	Data not currently disclosed at Group level





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