

# Sustainability Report 2023

**we care**  
SUSTAINABILITY AT ENDAVA

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# Letter from our CEO

## Hello and welcome,

I am pleased to present our We Care Sustainability Report for the Fiscal Year 2023, which provides an overview of our sustainability journey. Whilst sustainability has long been central to our business philosophy, we started sharing our approach to sustainability three years ago through our We Care reports. We believe our We Care programmes are an important investment for the future of Endava, benefiting all of our stakeholders.

We continue to focus our efforts on the Environmental, Social and Governance (ESG) matters most relevant to our business. This report is also our annual Communication on Progress as a UN Global Compact signatory, reaffirming our commitment to contribute to shaping a sustainable future, in line with the UN Sustainable Development Goals.

As a growing global organisation, it is critical for us to stay true to our core purpose and values and to continue to focus on enabling our people to be the best they can be.

The careers and wellbeing of Endavans are one of our key priorities as an organisation. Additionally, through our Share Success Plan, we ensure all Endavans can participate in the company's future success.

We have built a strong culture and a reputation for technical excellence by leveraging our 'Pass It On' mindset and we are focusing on growing our future leaders. Our diversity makes us stronger and we continue to support internal programmes developed with the help of our Diversity, Inclusion and Belonging Forum.

We believe in the power of community to spark change. We are committed to contributing to our communities through relevant partnerships with local NGOs. We are particularly proud of the impact we have through our Endava Tech Campus, which brings together all the technology education projects we support.

We also continue to drive sustainable procurement in our supply chain and to raise Endavans' awareness on the importance of operating responsibly.

I am delighted that, by delivering consistent and valuable experiences to our customers, we continue to improve our customer satisfaction scores.

We develop smart solutions that reimagine the relationship between people and technology. To support our clients in driving their businesses forward, we are growing our Innovation Community. This year, we launched several new initiatives in this respect, and we are particularly excited about our Green Software Community. In this report, we share insights on our accelerated innovation approach and how we leverage the power of data and Artificial Intelligence (AI), with examples of our work to help clients build sustainable business models.

We are also advancing our environmental agenda. PricewaterhouseCoopers LLP ('PwC') performed a limited assurance engagement over selected FY2023 greenhouse gas (GHG) emissions metrics disclosed in this report, and we aim to set our Science-Based Targets in 2024. We continue to encourage and support Endavans and our suppliers to go greener, including by engaging with our suppliers to identify emission reduction opportunities.

We Care is in our DNA and I'm delighted to see Endavans embracing our sustainability approach. I am proud to share our progress and our stories as we continue on our sustainability journey.

Stay well and stay tuned,  
**John Cotterell, CEO**



# Our stakeholders

As a socially minded enterprise, we care about making a difference.

## For our people

We are committed to being an inclusive community, and it is our core purpose to enable our people to be the best they can be.

## For our clients

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

## For our investors

We aim to provide our investors with the information they need to understand our ESG priorities and how these initiatives drive the future resilience of our business, allowing them to make informed decisions.

## In our supply chain

We promote sustainable procurement practices and aim to make purchasing decisions that decrease negative effects on society and the environment.

## In our communities

We aim to support the communities where we live and have strategic partnerships with non-governmental organisations (NGOs).



# Endava at a glance

## We are a leading next-generation technology services company

We are a global company with a passion for creating value and leveraging the latest technologies to help our customers succeed. We strive to create an environment and culture that breeds success by caring for our customers as individuals and enabling our people to be the best that they can be.

For more than 20 years, we have helped businesses accelerate and take advantage of new business models and market opportunities across various industries, including Payments and Financial Services, Technology, Media and Telecom, Consumer Products, Retail, Mobility and Healthcare.

Operating across 67 cities in 28 countries, Endavans, synthesise creativity, technology and delivery at scale in multi-disciplinary teams to support our clients from ideation to production. As of 30 June 2023, we employed 12,063 Endavans across Europe, Latin America, North America, Asia-Pacific and the Middle East.

In FY2023, we reported revenue of £794.7 million, a 21.4% growth from the previous year. In FY2023, we continued our expansion in the Asia Pacific region with acquisitions of Australian-based businesses Lexicon (Oct. 2022), Mudbath (May 2023) and DEK (June 2023). This follows our organic entry into Australia in FY2021.

In FY2023, we also joined forces with TLM Partners in North America. TLM provides outsourced development services across design, engineering and art/animation for PC and console video games and other digital entertainment. TLM fits neatly into our Media & Entertainment vertical.

## We are committed to making a positive impact

We ideate and deliver dynamic platforms and intelligent digital experiences that are designed to fuel rapid, ongoing transformation of our clients' businesses.

We created a culture that cares about people's careers and wellbeing. We believe our diversity makes us stronger. We are committed to fostering an inclusive community, ensuring every one of us feels respected, included, supported and connected to our culture.

We are committed to contributing to our local communities and, more broadly, to the technology and services industry.

## We enable change

We deliver rapid evolution to businesses using Distributed Enterprise Agile at scale.

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

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

From proof of concept to prototype 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 help people and technology interact in new and innovative ways.

# Endava around the world

**67 cities, 28 countries**

**European Union:**

Austria, Bulgaria, Croatia, Denmark, Germany, Ireland, Netherlands, Poland, Romania, Slovenia and Sweden

**Europe–Non European Union:**

Bosnia & Herzegovina, Moldova, North Macedonia, Serbia, Switzerland and the United Kingdom

**North America:**

Canada and the United States

**Latin America:**

Argentina, Colombia, Mexico and Uruguay

**Asia Pacific:**

Australia, Malaysia, Singapore and Vietnam

**Middle East:**

United Arab Emirates



# Our We Care approach

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

We have set five key pillars to our We Care approach: Our People, Social Impact, Operating Responsibly, Innovation and Data Integrity, and Environmental Impact. They underpin 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.

In identifying the areas within ESG where we believe we can have the greatest impact, we engage 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).

We have aligned each focus area of our We Care approach with the SASB and SDGs material issues. For further details please refer to the [Appendix 1](#) and [Appendix 2](#)

Furthermore, our environmental agenda is guided by our SBTi commitment to set net zero targets as well as mandatory or voluntary disclosure requirements, such as the Non-Financial and Sustainability Information Statement (UK CFD) or CDP. Learn more about this in the Environmental Impact section.

These collectively 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.

## Governance and oversight

The organisational structure supporting our sustainability approach is spearheaded by our ESG core team, including senior managers across the company. The team reports to three members of the Executive Team, who each sponsor and oversee ESG matters:

- Mark Thurston (Chief Financial Officer) on Environmental matters;
- David Churchill (Chief People Officer) on Social matters; and
- Rohit Bhoothalingam (Group General Counsel) on Governance matters.

Rohit Bhoothalingam also acts as the overall Executive Sponsor of our We Care approach.

The role of these executive sponsors is to focus on reviewing annual ESG plans and related policies as well as enhancing Board of Directors ("Board") engagement, while ensuring appropriate resourcing, tracking of progress and championing ESG programmes. The Head of ESG presents to the Board on a regular basis.

Our core ESG team is responsible for working closely with the various business functions and subject matter experts (SMEs) across the organisation to identify key areas of focus and drive accountabilities.

The core team also manages ESG-specific reporting, ratings, certifications, and client enquiries for related topics. Endava's Board shares collective responsibility for the company's long-term success, with individual directors undertaking clearly defined and documented activities on the company's behalf.

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



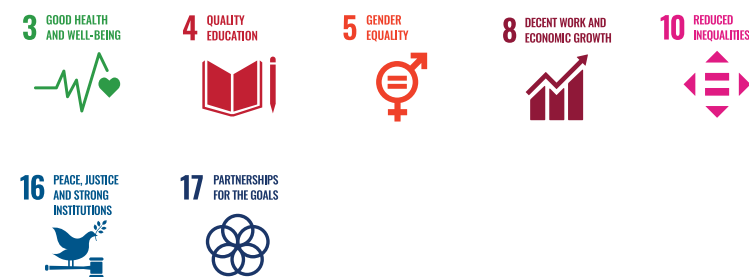
**Laurence Madsen,**  
Head of Investor Relations & ESG

"Our We Care approach is critical to the continued growth and success of our business. Investors and other stakeholders are increasingly interested in how we act on topics that can affect the company's viability as well as on our impact on the wider world. Our We Care roadmap centres on a number of impactful sustainability programmes, from diversity and inclusion, championing women in tech, to giving, ethics and responsible business practices, cybersecurity and net zero emissions."

## We Care articulates our ESG approach and key priorities

### Our People

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



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

### Social Impact

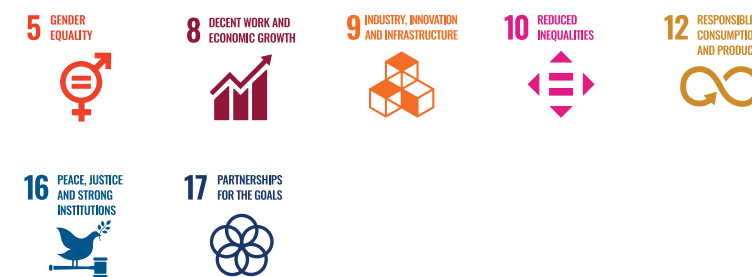
We focus on making a positive difference through partnerships that support the communities where we live and work. It is how we meaningfully bring our values to life.



- Community engagement

### Operating Responsibly

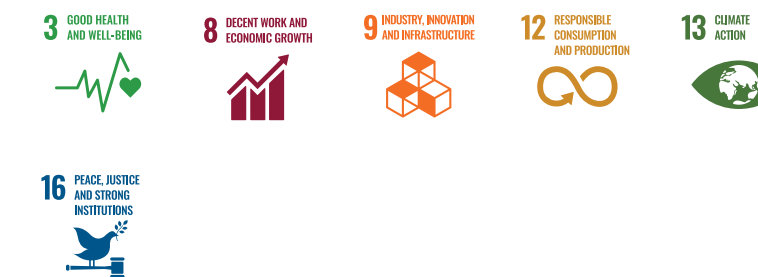
Our commitment to act ethically and with the highest levels of integrity enables us to retain the trust and confidence of our people, clients and investors, and to deliver consistent performance. This helps us build a sustainable and robust business for the future.



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

### Innovation & Data Integrity

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



- Innovation and digital acceleration
- Data security and privacy

### Environmental Impact

We care deeply about our impact in the world and we follow sound environmental practices to help reduce our environmental footprint.



- Emissions management and reduction arising from our services
- Energy management and GHG emissions



# Our We Care journey

We Care approach articulated

Our People

Social Impact

Operating Responsibly

Innovation & Data Integrity

Environmental Impact

## FY2021

RISE Mentoring Cohort 1:  
46 mentees, 50% promoted/  
increased responsibility

35% of our Endavans  
are women

Introduced our  
Giving approach

99% of our active Endavans completed  
the Endava Code of Conduct e-learning

Introduced our Speak Up  
Safely Representatives

**89% of our clients said  
they would recommend us**

Top 10% security rating  
in our industry

**770 BitSight security rating**

**Scope 2  
GHG emissions reported**

## FY2022

RISE Mentoring Cohort 2:  
27 mentees, 54% promoted/  
increased responsibility

36% of our Endavans  
are women

€1m donations – Stronger  
Together for Ukraine campaign

**Endava Thank You Forest  
launched**

99% of our active Endavans completed  
the Endava Code of Conduct e-learning

**91% of our clients said  
they would recommend us**

**780 BitSight security rating**

Selected Scope 1 & 2 GHG  
emissions metrics subjected  
to an independent limited  
assurance exercise

SBTi commitment to set  
net zero targets

## FY2023

37% of our Endavans  
are women

60% of RISE Mentoring participants  
since FY2021 have grown in roles  
and responsibilities

6 active workstreams in our  
Diversity & Inclusion Forum

**100,000 trees planted  
in 5 countries**

10 key partnerships with NGOs

40 Giving projects

**93% of our clients said they would  
recommend us (CSAT survey results)**

99% of our active Endavans completed  
the Endava Code of Conduct e-learning

33 Speak Up Safely Representatives  
across the organisation

**790 BitSight security rating**

4,000+ Endavans attended our  
annual Innovation Lab events

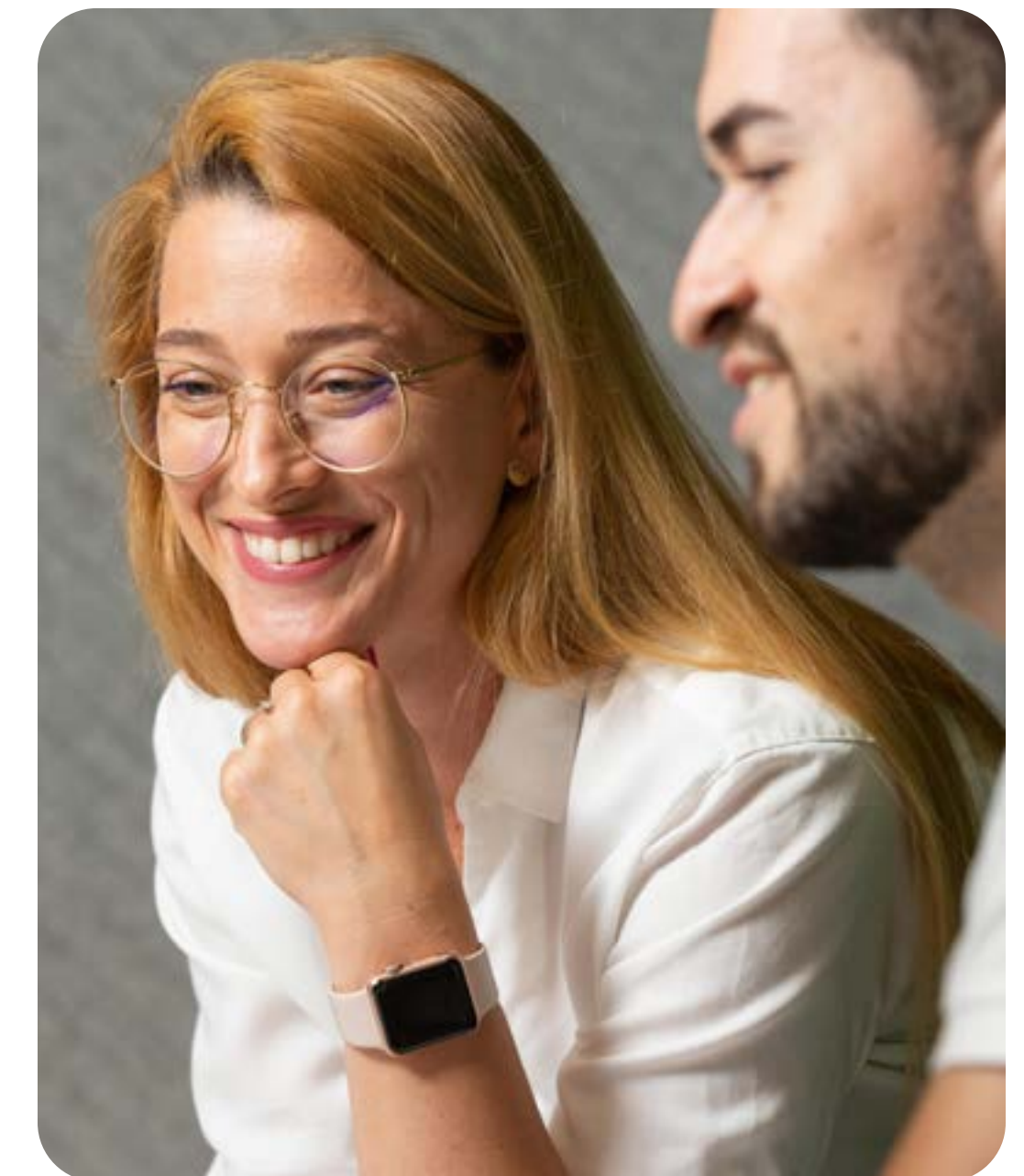
**Selected Scope 1 & 2 GHG  
emissions metrics subjected  
to an independent limited  
assurance exercise**

52% of Endavans work  
from ISO 14001-certified  
Endava locations



# Our People

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





# Our People

“We aim to foster a culture and an environment that enables each and every one of us to be the best that we can be and continue to feel connected to our Endava values.”



**David Churchill,**  
Chief People Officer

The careers and wellbeing of Endavans are amongst our top priorities.

We strive to build a strong culture and to bring our values to life by leveraging our ‘Pass It On’ mindset and by refining our leadership development programmes in order to support our long-term growth plans.

We believe our diversity makes us stronger. We work on ensuring equal opportunity for all Endavans through the initiatives we run across our organisation together with our Diversity, Inclusion and Belonging Forum (D&I Forum).

We support Endavans in their career development by offering a vast selection of technical classes through Endava University as well as other digital learning partnerships. We enable our people to succeed through various internal programmes, from mentoring to wellbeing.

# Highlights from 2023

**37%**

of Endavans are women

**743**

participants in our internship and graduate programmes

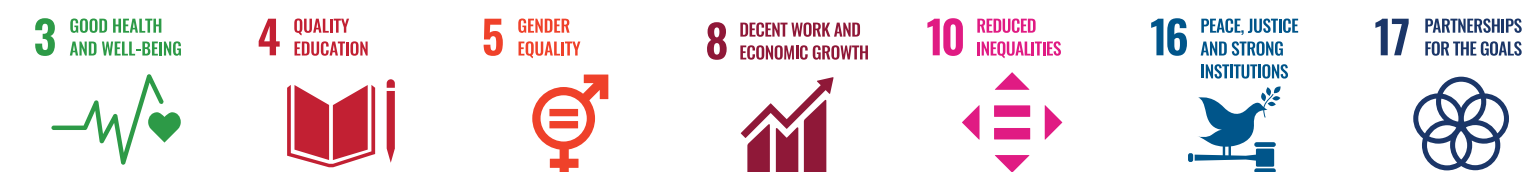
**135,797**

visits to our main online learning platform

**6**

Diversity & Inclusion Forum workstreams

## Contributing to the Sustainable Development Goals





# Building a strong culture

We succeed when we live our values and stay on course with our core purpose:

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

We are committed to maintaining a strong company culture to empower our Endavans to thrive.

We recognise the importance of providing rewarding and challenging careers for our people and, by doing so, have established ourselves as an employer of choice in several of our locations. We believe our strong culture is a key driver of our low employee attrition rate which totalled 11.4% at the end of FY2023 and of our strong ratings on Glassdoor (4.3 as of July 31, 2023).

We Care is in our DNA. We're delighted to see Endavans embrace our sustainability approach. We are proud to share stories of how our people get involved in our We Care programmes, including Wellbeing, Diversity and Inclusion Forum, Green initiatives and Cybersecurity.



Endavans in the Spotlight



## Our values & Your Zone Awards

Our values created our identity and differentiate us from other companies, and are embodied and demonstrated by Endavans daily.

**Your Zone Awards (YZA)** is our internal recognition platform to celebrate Endavans who stand out in their efforts to bring our values to life: **Open, Thoughtful, Adaptable**, and our **'Pass It On'** mindset.

Recognition and gratitude are ingrained in the Endava culture, and we express it in many ways. We send e-Thank You messages to colleagues who go the extra mile. We also nominate individuals and teams for the Your Zone Awards to recognise outstanding contributors.

We believe nurturing and honouring our values contribute significantly to our collective success and foster a positive, inclusive and healthy workplace culture.

Your Zone Award recognition programme

- **207 individual awards in FY2023**
- **9 team awards in FY2023**
  
- **1,307 individual awards to date\***
- **62 team awards to date\***
- **16,744 e-Thank You's sent to date\***

\* Data for June 2018 – June 2023



## Individual nomination

### Ivey Leon

Senior Developer, Montevideo | Thoughtful

"I would like to nominate Ivey because he is a key member of our team and goes beyond what is expected, making sure that the final solution is something desirable for the client. And at the same time, he always makes sure the code that the team delivers meets high-quality standards as he also takes the time to do peer reviews and gives his input so everyone on the team can learn. Ivey is not only thoughtful about the product we deliver, as his team leader I can see him growing into a good leader himself, being able to assist team members when the situation requires it and improving team morale.

Ivey works relentlessly to get the sprint in good health and has done so from the beginning. He takes ownership of the client's products to the point that he was specially assigned by the client to release a product on a tight deadline. The results could be seen by the kudos the client sent in their corporate mail as they also share some of our values.

I strongly believe he represents the Thoughtful value we want all our Endavans to have."

## Team nomination

### For client project

"I would like to nominate this team for their outstanding performance and strong display of Endava values in their collaboration with our customer, a nonprofit organisation that cultivates novel financing structures to power sustainable housing production.

We were having a successful collaboration with our customer when they went through an M&A. After this, all of the partnerships were reassessed, including ours. The entire project team joined forces to prove with clear examples that the document management solution built is a powerful, complete application that can be easily implemented in the new environment.

The project team convinced the new customer to continue the collaboration with Endava. The excellent feedback from the customer's Lead Architect demonstrates that our team embodies Endava values, especially Thoughtful for the customer's needs and business context:

'The entire team is dedicated, professional and committed to delivering good outcomes. In 30 years, I have seen this very rarely. All the team members just want to do good work. Perfect attitude. All in all, you have exceptional people, the entire team is amazing.' "



# Leadership development

As we grow and expand in new geographies, we need to develop and mentor our future leaders. We provide them with the tools and support they need to grow and develop to successfully address the new challenges in an ever-changing environment.

Leadership development is key to our success. We believe in home-grown talent in order to preserve our culture and maintain our diversity.

To do this, we created a structure to identify and help grow our leaders. We are accountable for their success and have put in place initiatives to ensure we remain true to our mission.

“We strongly believe that leaders define culture. That’s why we want our Endava leaders to lean in, live and lead with our purpose and values.

Implementing our leadership development strategy will enable us to deliver our plan to scale the business in the long run and deliver on our Vision 30.”



**Leticia Chajchir,**  
People Director





# Learning

To remain at the forefront of technological change, we encourage Endavans to keep learning. As part of their Professional Day, our people can allocate a few hours per week for personal and knowledge development, and we encourage them to make the most of the many opportunities to learn at Endava. In addition to the vast course offering through Endava University and other learning platforms we partner with, our people have access to career coaching, knowledge sharing and mentoring.

Endavans learn and teach at-will through practice, collaboration, watching and doing, as well as classroom teaching and digital learning.

## 16,444 Learning hours

In FY2023, we recorded 15,828 hours of training delivered across our locations, consisting of management, leadership and career coaching, as well as technical, soft skills and language training programmes.

This was complemented by 616 hours of 'Pass It On' sessions, which is how we enable Endavans to share their knowledge.

Sharing knowledge is an important part of our culture and we empower our people to share ideas and experiences, whether we 'Pass It On' in person or through short courses. Our culture of passing on knowledge helps us to be more than the sum of the parts.

We also support the growth of tomorrow's bright minds by continuing to build bridges between Endava and technical universities. We remain committed to our university recruiting efforts and offer graduates with IT degrees an exciting opportunity to start their careers in the technology industry. In FY2023, there were 743 participants in our internship and graduate programmes across our locations.

### 'Pass It On'

Whether we 'Pass It On' in person, share experiences acquired along a career or just 'pass it on' to a broader group in seminars related to best practices, work methodologies, and valuable insights, passing it on enables us to grow together.

## 616 'Pass It On' hours

### Leading Across Generations (Latin America)

"The Generational Leadership series started with teamwork, but grew into an intergenerational web that empowers, respects and strengthens each individual team within it."

**Analia Blazquez**  
People Development Business Partner

### Growth Discipline (Adriatics)

"The weekly 'Pass It On' sessions in our newly established Growth discipline are a great example of sharing knowledge inside the discipline that consists of multiple teams, including Acquisition, SEO, Product, Data, Engagement and Creative Support. We used the sessions that have happened so far to increase synergy, which resulted in ideas flowing across different projects and generating significant improvements for our clients."

**Mislav Kveštek**  
User Engagement Specialist

### Artificial Intelligence: Pilot or Co-Pilot? (Latin America)

"Everyone is talking about Artificial Intelligence these days... but why now? This question is what initially motivated me to talk about how we reached the current state of the art in AI and question ourselves about the role that it is performing in society nowadays. How can we foster a future in which AI is a benefit to us rather than a threat? This is one of the questions we aimed to answer during this 'Pass It On'."

**Sebastian Ordiz**  
Head of Development (BAD) &  
Development Regional Coordinator (Endava Latam)

### Customer Journey Mapping (Central Europe)

"As part of our continuous efforts to improve the way we interact with our customers, our colleagues shared their knowledge in a 'Pass It On' session with 300 participants. Customer Journey Mapping is a process that can help you get a comprehensive view of the client experience. When done well, it reveals chances to address the customers' pain points, reduce fragmentation, and, in the end, it helps you differentiate your brand by revealing new ways to provide additional value to customers."

**Ioan Cosmin Angheloni**  
UX Lead

## Digital learning

### 135,797 visits to Endava University, Learning Management System (LMS)

All Endavans have access to **Endava University**, an online learning platform. This year, our people made over 135,000 visits to explore on demand learning such as eLearning and video-based courses, eBooks and audio books, as well as registering for virtual workshops and masterclasses. Our ever-growing library of on demand digital content spans a range of topics from technical skills, such as our internal expert-led **Academy programmes**, to courses to support our line managers, and career coaching.

We have a number of internal capability programmes across various disciplines and industries - from data and architecture to insurance and banking - led by Endavans sharing their expertise with their colleagues in structured programmes.

We see personal development as a lifelong journey and encourage our people to continuously learn. To help empower our people, we launched a series of microlearning courses for learning in quick bursts. Using highly interactive design principles, we break complex topics such as feedback and time management down into small chunks that are easy to digest. Each course focuses on one specific objective and lasts on average five minutes.

These micro-learning courses are grouped into 'Learning Pods' to allow users to access single courses or complete all the courses in a pod to unlock badges.

In addition to Endava University, our people have access to a wide array of resources in the ever-evolving technology environment. Through partnerships with learning platforms such as O'Reilly, Pluralsight, Microsoft ESI and more, we encourage our people to make time to learn new skills, experiment with new technologies and earn and maintain industry recognised certifications.

### O'Reilly

To accelerate growth and development, we offer Endavans access to the O'Reilly learning platform.

O'Reilly offers a wide range of options: books, videos and online training to help our people build new skills, prepare for the latest technology certifications and exams, or explore leadership and other business topics.

O'Reilly licenses are available to all Endavans who request one. We have enabled automatic registration on the platform, meaning that anyone with an endava.com email address can log into the platform.

In FY2023, Endavans accessed 10,210 items of content on this platform mainly in the format of books (64.6%) and video (30.2%), while some also used audiobooks and practice exams. **The most popular topics were programming languages, cloud computing, software architecture, web development and data engineering.**

### Pluralsight

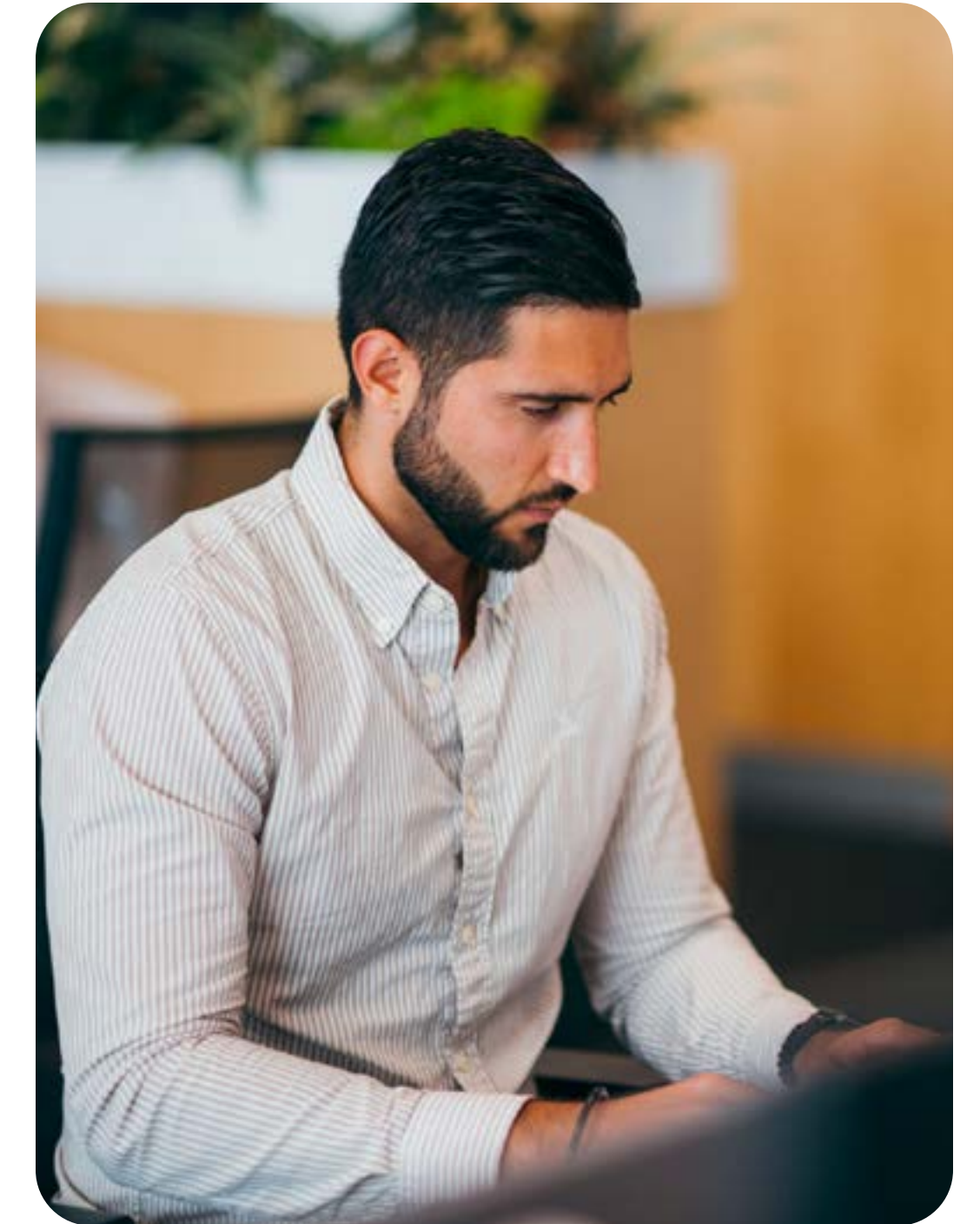
In FY2023, 368 Endavans completed close to an aggregate of 3,000 courses on the Pluralsight platform, investing a total of 14,384 hours on developing their skills.

**Content wise, cloud-based courses were extremely popular, with Azure, AWS and Google Cloud among the most frequently accessed content alongside C#, Java, .Net, Python and others.**

### Microsoft ESI

In FY2023, 500 Endavans attended Training events as part of the Microsoft Enterprise Skills Initiative, learning about topics such as **Infrastructure, Data & AI, Business Applications, Security and more.**

Endavans also completed 5,294 online modules via the Microsoft Learn Platform, and gained 410 certifications in Azure, Power BI and Dynamics 365, representing an overall year on year increase of 50% in learning and certifications.





# Diversity, equity and inclusion

“We embrace and celebrate our differences because people, and the creation of an inclusive environment, are at our core. We believe that these differences help us to become better and stronger, in the way we deliver services to our clients and the way we strengthen our culture.”



**Leane Collins,**  
People Director

We believe diversity and inclusion are vital components in building successful and thriving organisations.

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

Endava’s Code of Conduct outlines the standards we expect from our people. We ask everyone to be mindful of how their behaviour impacts others, offering a Speak Up Safely service to deal with any concerns raised.

To reinforce our commitment to creating a workplace where everyone feels a sense of belonging, we added our Diversity and Inclusion (D&I) policy and an attestation into our Code of Conduct eLearning, which is mandatory for our people to complete annually.

This training provides a comprehensive understanding of our approach to diversity and inclusion, outlining the behaviours and attitudes expected from all Endavans.

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

We have six workstreams which form a part of our D&I Forum: Gender Balance; Disability; Race & Religion; LGBTQIA+ Sexual Orientation & Gender Identity; Family, Parenthood & Pregnancy; and Age & Social Mobility.

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

- Effect and deliver sustainable organisational inclusion;
- Suggest appropriate processes, systems, development and engagement opportunities;
- Champion and embed inclusion initiatives; and
- Continue to position Endava as an equal opportunity employer, representative of the society we live in.

The members of the workstreams meet on a monthly basis to agree on actions, responsibilities and review progress against stated aims. Regular check-ins take place as and when required at a local level agreed by workstream members. The entire D&I Forum then meet quarterly to track and report on progress and to share updates with the management team.

## 3-year D&I Forum journey



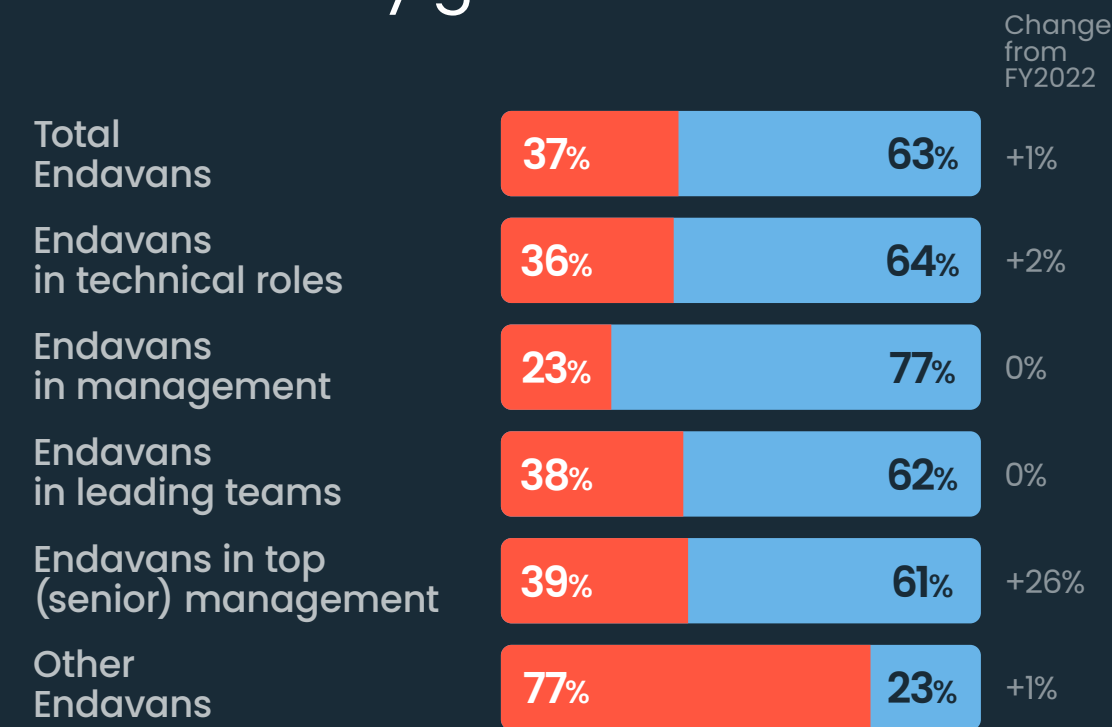
# Endava is all of us

Data for the financial year ended 30 June 2023 and covering 100% of our headcount.

**12,063**  
Endavans globally

**64**  
different nationalities

## Endavans by gender

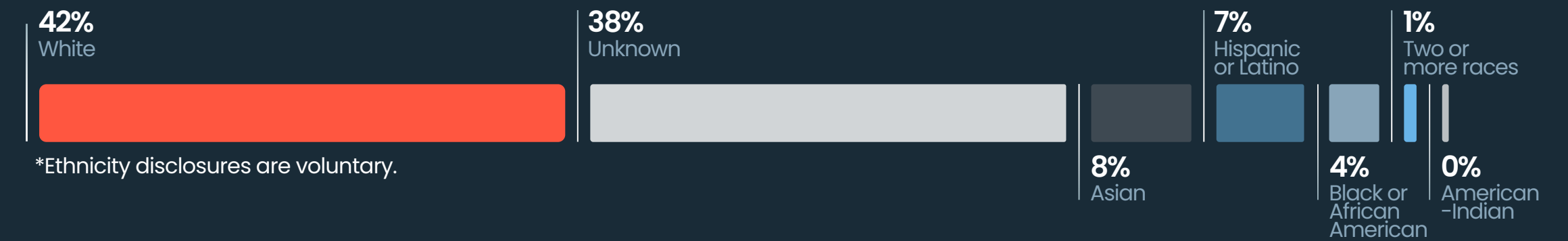


## Endavans by geography



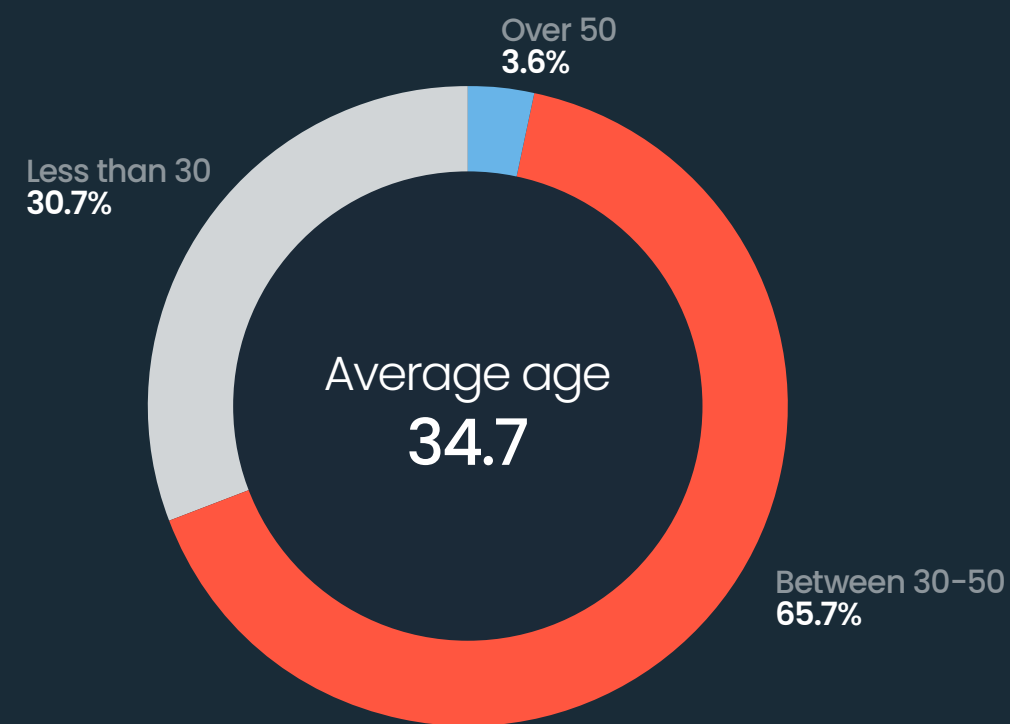
\*Ethnicity disclosures are voluntary.

## Endavans in the U.S. by ethnicity\*

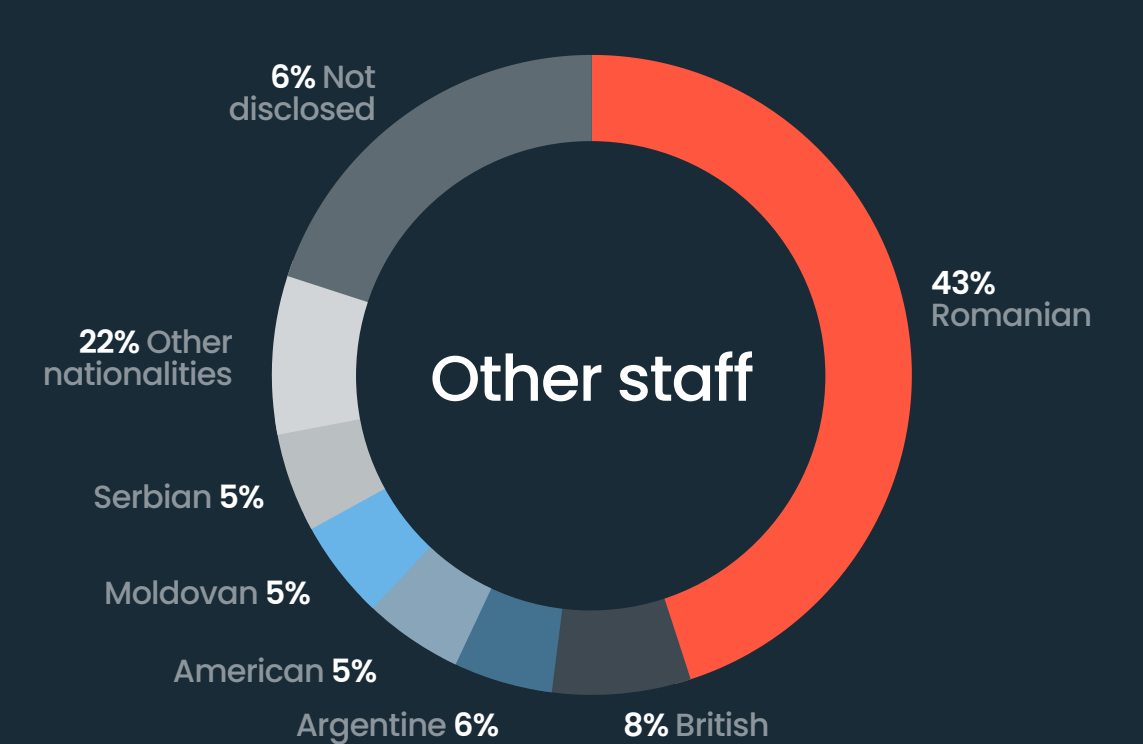
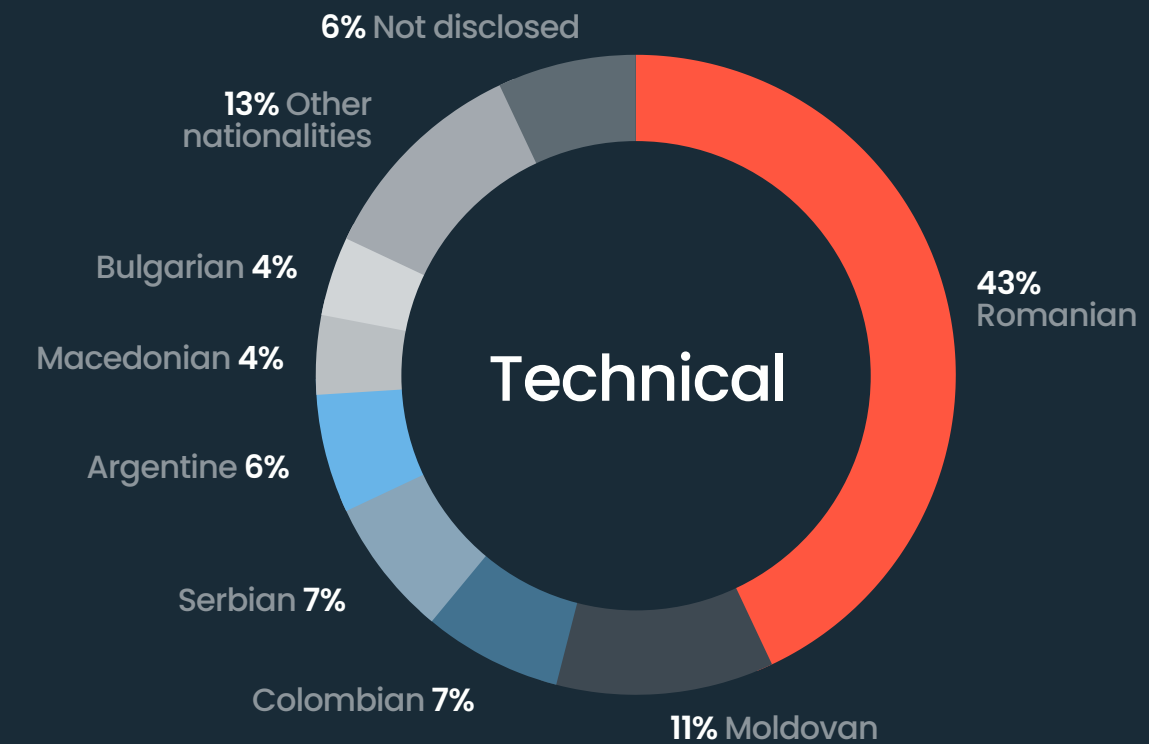
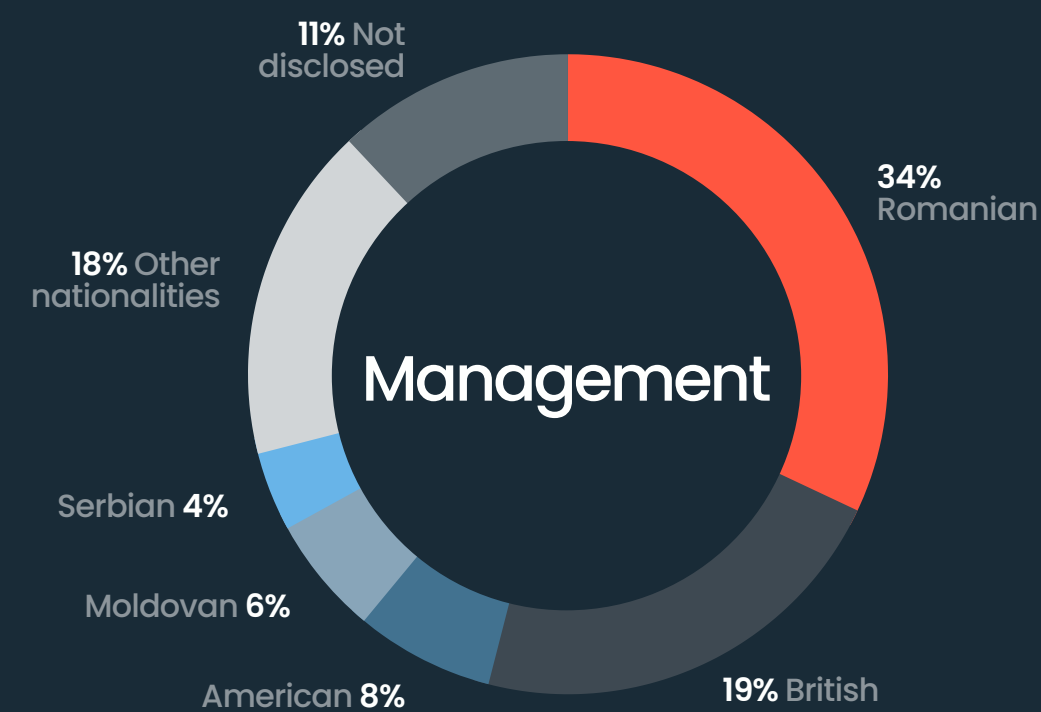


\*Ethnicity disclosures are voluntary.

## Endavans by age



## Endavans by nationality



# What we're working on



## Gender balance

We are investing in career development in the business areas where women are under-represented in order to reduce the gender gap. This is done through our Endava RISE Mentoring programme, where members from our extended leadership team mentor high potential women from senior level grades to capitalise on their existing skillset and experience.

## Race & religion

As we grow our global footprint both organically and through acquisitions, we aim to educate our people on the different cultures in our various locations with learning materials and workshops on cultural awareness.

## Disability

We train our people managers on Disability Awareness to give them the tools to support Endavans with disabilities.

We ensure all new Endava office locations are accessible to people with disabilities.

## LGBTQIA+ Sexual orientation & gender identity

We focus on raising awareness and educating our people on the importance of inclusion. We host training sessions on inclusivity of language and celebrate significant dates such as Pride month and the International Day Against Homophobia, Biphobia and Transphobia.

## Family, parenthood & pregnancy

We offer the support our people might need as they expand their families through parental support packages, including maternity, paternity, adoption, fostering and fertility.

## Age & social mobility

We aim to provide equal access to education and opportunities to people of all ages and social background through our Giving partnerships as well as through paid internships.

**4**  
workshops & masterclasses

**1,344**  
attendees

**2,661**  
visits to D&I resources



## Open Conversations

At Endava, we aim to have open conversations enabling all of us to be the best that we can be and to remain connected to our core values.

To this end, we recently launched our Open Conversations series.

Our opening session held in March 2023 was entitled 'Let's talk about Race, Ethnicity and Culture'. Rohit Bhoothalingam, Group General Counsel, and Julian Bull, COO, who are members of the Executive Team and Executive Sponsors of our Diversity and Inclusion Forum, joined for an open conversation on their life experiences and thoughts on this important topic in recognition of the International Day for the Elimination of Racial Discrimination.

We also invited Sathya Bala, an expert in this field, to contribute to the conversation. The insights and expertise enriched the discussion, fostering a deeper understanding of race, ethnicity and culture and also how diversity can make us stronger as an organisation.

Our second Open Conversation was titled 'Let's Talk about Gender Balance in Tech'. It featured our two female Board members, Sulina Connal and Katy Hollister, both with exemplary careers and experience in senior leadership positions within large organisations. The session provided a unique opportunity for our people to learn more about Sulina and Katy's lived experiences and the challenges they encountered on their paths to success. Furthermore, our participants gained valuable insights and advice on the power of embracing diversity and the journey towards becoming a female leader.

Encouraging open conversations allows us to gain diverse perspectives, challenge biases, and promote inclusivity within our organisation. By creating a space for meaningful dialogue, we can collectively learn and grow, building a stronger and more connected community that aligns with our values.







## Family Matters: Embracing diversity and achieving work-life balance

In May 2023, we organised an insightful masterclass to mark the International Day of Families. The event featured Patrick McMaster, a parental expert and esteemed executive coach, and a panel of Endavans from various regions of the world.

Patrick McMaster led a panel discussion exploring the evolving definition and structure of families over the past few decades, highlighting the changes and challenges faced by families in modern society. The participants celebrated the diversity of families and talked about the importance of recognising and appreciating the uniqueness of each family unit.

The panellists shared their personal experiences and insights on how to manage the delicate balance between work and family. Their stories and advice provided valuable insight to the participants.

Patrick McMaster also discussed recurring themes he encounters through his work as an executive coach. He shed some light on the common challenges faced by professionals in trying to reach an effective work-life balance.

“Endava is a globally distributed organisation and as such, our people come from all different backgrounds and family makeups. It is important for us to gather together and share our differences and our stories because they are what bring us closer. I was fortunate to have been asked to share my family story and I chose to do so because I believe if my actions can help at least one other person, then it is worth the time and effort.”



**Matthew Haag,**  
Delivery Manager  
Masterclass panellist

This masterclass provided a platform to understand and celebrate diverse families, and to promote a supportive environment within our organisation.



# Championing Women in Tech

As of FY2023, **37% of Endavans are women**. We are committed to achieving greater gender equity by increasing the number of women in leadership roles across Endava and to champion change across the broader technology industry.

To mark International Women’s Day, we put the spotlight on the impactful work and significant contributions of some Endava women across roles in engineering, client facing and business support.

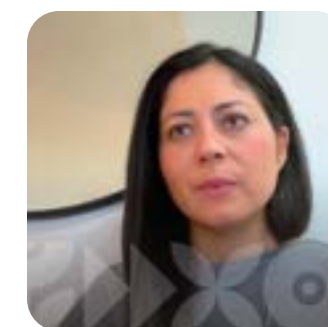
We continued our ‘Meet our Women in Tech’ series which launched in 2022, with the aim of showcasing the exceptional women across our organisation. This initiative highlights the outstanding work of these individuals and we hope their stories inspire other women to pursue a career in technology.

In FY2023, we organised a variety of live events to bring together some of our leaders with external speakers to discuss the important role of Women in Tech. Close to 2,000 Endavans participated in these events.

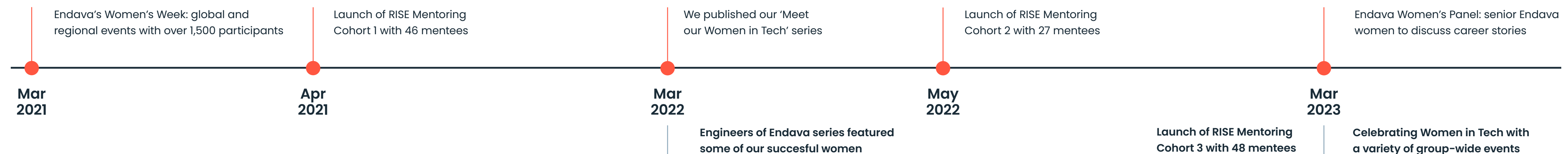
We held an Endava Women’s Panel which brought together a group of senior Endava women to discuss career stories, gender balance topics and inspire our people to be the best they can be. This internal event was attended by 551 participants.

We hosted a masterclass with Clare Louise Knox, a business psychologist, to share strategies and tools to support women in the workplace. We had 300 attendees.

We hosted a masterclass with Perrine Farque, a best-selling author and TEDx speaker on how to overcome imposter syndrome. She introduced her well-known S.H.E. acronym. We had 964 attendees.



## 3-year Women at Endava journey



## Endava RISE Mentoring Programme

Between May to November 2022 we ran Cohort 2 of the **Endava RISE Mentoring**, a six-month internal mentoring programme designed to provide support and opportunity for our high potential senior level women, building their readiness for leadership roles.

We had 27 women participate in the programme and they were paired with 23 mentors from our extended leadership team whose responsibility was to provide challenge, give feedback from experience and improve the mentees' awareness of blind spots.

Within two years, 62% of the mentees in Cohort 1 were promoted or had an increase in responsibility or a change in role, while 54% of the mentees in Cohort 2 were promoted or had an increase in responsibility within 8 months of finishing the programme. Overall, 60% of those who have completed the programme since we launched RISE Mentoring in November 2021 have grown in roles and responsibilities.

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

Highlights of the programme include:

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

A third cohort was launched in March 2023 (due to finish September 2023) for Manager Level grade with 48 mentees and 40 mentors.

“Mentoring programmes such as RISE are a win-win relationship. Since RISE started, both my mentees have approached a professional challenge in a new way. Endava has been rewarded by nurturing the three of us, growing our loyalty, teamwork, and confidence. Personally, I've not only enjoyed all our 1:1 sessions, I've been inspired by both 'my' mentees' confidence and openness.”



**Bradley Howard**  
Regional VP Industry Acceleration, UK

“Being part of the RISE Mentoring programme has given me access to a mentor within the organisation who continues to not only be a resource but a source of support. The programme has created intentionality within the concept of Allies and Sponsors and has provided the women leaders in the organisation access to mentors who may not be readily available within the scope of area we all work in. That is the magic! In fact, when I signed up for the programme it was to be able to network with leaders outside of North America. The goal was to have access to another scope of area I haven't touched. What started as a programme to help me navigate the organisation has now turned into finding an Ally and now someone I can call a friend.”



**Amanda Estiverne-Colas**  
Delivery Partner – Strategy, North America

“RISE Mentoring gave me different perspectives, both as a mentee and as a mentor. The journey as a mentee was very rewarding, having been fortunate to have a grounded and overall awesome mentor. Whilst I knew what I was seeking, sometimes the path appeared blurry, or I needed a different perspective or angle to the objective and the way to achieve it. Becoming a mentor, was equally as rewarding – I internalised and processed the story of my mentee and find myself engaged. Perhaps the biggest merit of the programme is that it brings together colleagues who otherwise, by the nature of their roles, would not interact with each other in a truly meaningful and consistent way. And for that I'm grateful to be involved.”



**Elena Plop**  
Delivery Location Manager, Bogotá, Colombia



## Supporting our people's wellbeing

The **Endava Wellbeing programme** is now in its third year. The programme allows Endavans globally to stay connected and to achieve a work-life balance.

Endava Wellbeing is a holistic approach to wellness organised around four key pillars: Mind, Body, Home and Community. Our blended learning offering allows our people to engage in content that suits them. Whether it is a live masterclass, an interactive workshop, an app, or a video from our digital library, we have something for everyone.

We are proud of our award-winning programme which continues to gain in popularity with **99.4% of participants saying they would recommend Endava Wellbeing** to a colleague.

### Endava Wellbeing stats for FY2023

- **18 new workshop titles** – 34 delivered – one or two per week
- **9 Masterclasses** – delivered monthly
- Over **5,500 members in our Apps** (Calm, Sworkit, Strava, Chess.com)
- Around **6,000 attendees** at masterclasses and workshops
- **1,400 members in our communities** (Yoga, Parents, Food, Travel, Games, Book, Running, Cycling)

### Mind

We support our people's mental wellbeing and emotional resilience with the help of workshops on a variety of topics, including how to overcome worry, stress, and anxiety and build emotional resilience.

We also offer all Endavans the opportunity to download our Calm app, 100% paid for by Endava, to help them take the time to relax, unwind and have better sleep. Our people can also share the app with five friends or family members.

This year, we trained 26 Endavans globally to act as Endava Wellbeing Champions. They act as mental health first aid providers and are advocates for our Wellbeing programme. They can direct our people to the appropriate resources and help them navigate the various mental health support options available.

In addition, we ensure that all our people, no matter where they are in the world, have access to an Employee Assistance programme. We partner with a global provider, as well as local providers to ensure our people can get the right professional support should they ever need it.

### Body

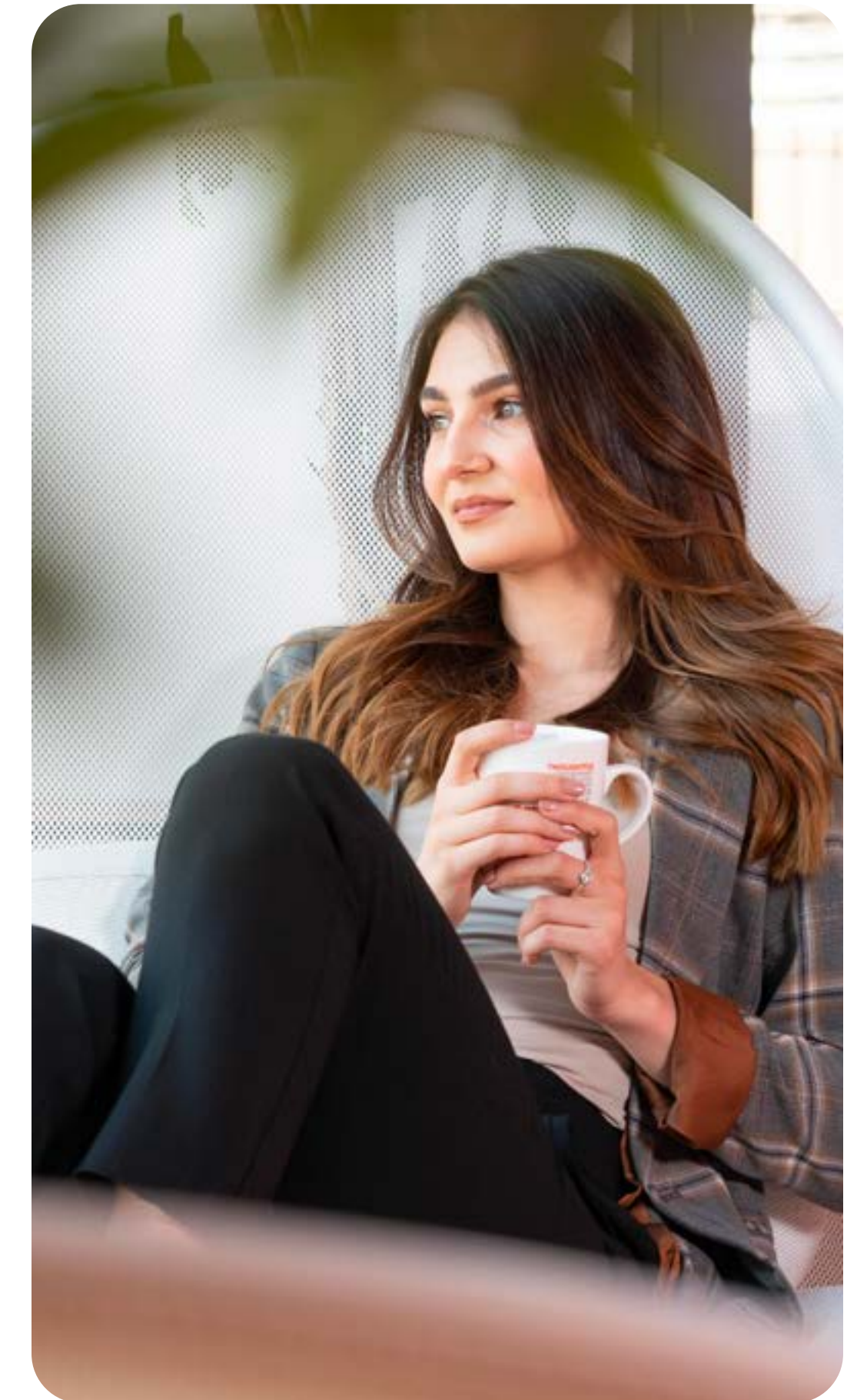
We continue to offer to Endavans workshops and other resources to help them maintain and improve their health, focusing on topics such as good nutrition and positive sleeping habits. We also added a Yoga live class to our offering and introduced a workshop on 'Reversing the Effects of Sitting' to help understand how to improve posture and physical wellbeing.

### Home

We want to enable our people to find the right balance between bringing their personal passions to life and managing family time and finances. We offer numerous ways to support financial wellbeing, including budgeting, saving and investing for different stages of life.

### Community

This year, we were delighted to introduce six new global clubs – gaming, parenting, food, travel, books and yoga. Almost 1,400 Endavans engaged in these communities globally in FY2023. These clubs provide an opportunity to engage with others with similar interests and are led by Endavans. Members can connect, share ideas, compete and support others through these forums. We believe these member-led communities help us all stay connected.





# Social Impact

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





# Social Impact

Doing good and caring for people and the world around us is part of our DNA. Contributing to our communities and more broadly to the technology industry through volunteer work and fundraising are at the core of what we do.

Guided by our purpose and values, our Giving approach focuses on delivering in areas where we can have the greatest impact by concentrating on Education, Health, Humanitarian Aid and the Environment.

We value long term partnerships as they help us better understand the challenges faced by our communities and allow us to provide meaningful support. Our active involvement in our communities makes for trusted relationships.

At an individual level, many Endavans across the globe actively contribute to making a positive impact. They enthusiastically participate in numerous initiatives, including fundraising events, volunteer programmes, and mentoring opportunities, all aimed at creating a lasting impact in our communities.

“We are proud to act as a force for good in our communities.

We are particularly keen on educational partnerships as a way of contributing to inclusion and to help support education in technology.”



**David Churchill,**  
Chief People Officer

# Highlights from 2023

10

key Giving partnerships

40

Giving projects

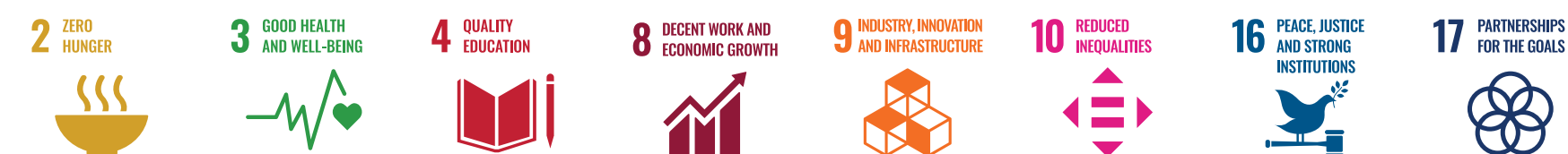
100,000+

Trees planted in the Endava Thank You Forest

CSR Award

Project of the Year in Romania – Stronger Together for Ukraine

## Contributing to the Sustainable Development Goals





# Education | Endava Tech Campus

10 projects  
8 NGOs  
4 countries  
3 continents

Education is key to empowering individuals to be the best they can be and to foster creativity, critical thinking and innovation. In today's rapidly evolving world, the integration of technology into various aspects of our lives has increased the need for us all to be equipped with the necessary skills and knowledge to interact with technology in a meaningful way.

Our Endava Tech Campus brings together some of our trusted partnerships, connecting a wide range of educational programmes focused on science, technology, engineering and mathematics ('STEM' learning) to support the next generation of engineers and scientists.

Through our partnerships with NGOs and educational organisations, we provide access to technology resources, coding workshops, and digital literacy. These initiatives foster creativity, critical thinking and problem solving skills, all of which help unlock new opportunities by supporting the next generation of innovators and digital citizens.

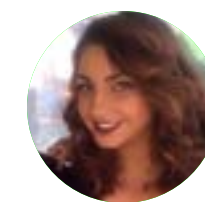
Recognising the transformative power of technology in shaping the future, we aim to foster inclusive learning, bridging the digital divide and providing individuals with the necessary skills and knowledge to thrive in the digital era. This ensures that no one is left behind.

“Our community impact approach has always emphasised supporting education as a key driver of growth and development. We are keen to continue exploring relevant ways to empower the communities that we are part of, while enabling technology to act as a force for good.

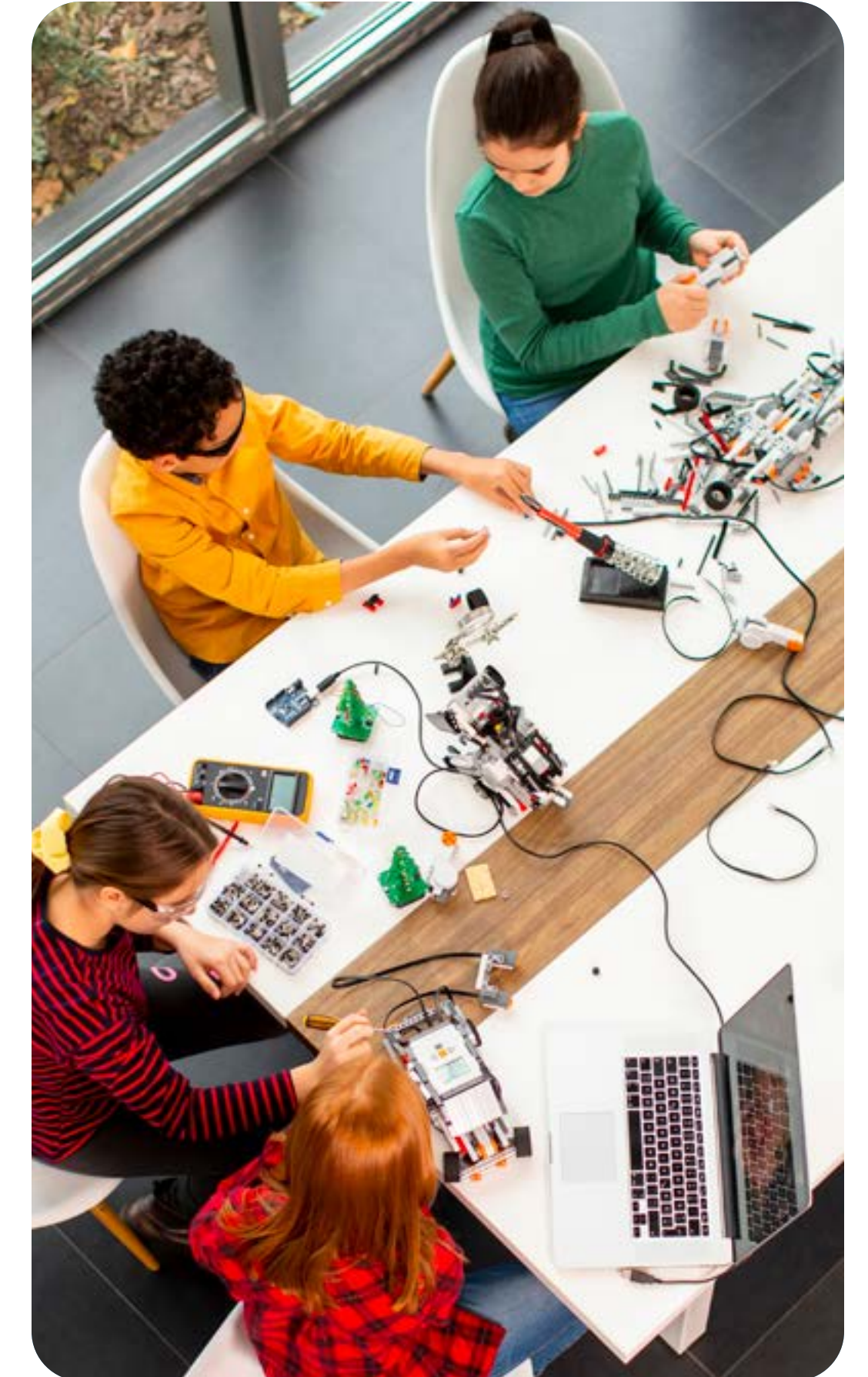
Throughout our journey, we've developed a better understanding of the challenges facing our communities which has enabled us to bring more personalised support.

Our Tech Campus came together organically, aiming to bridge the digital divide, and connects a series of projects that nurture a holistic and sustainable approach to learning. The campus brings together the endless opportunities of STEM. It was inspired by the power of diversity to drive positive change and the dedication of our global NGO partners to make a meaningful difference.

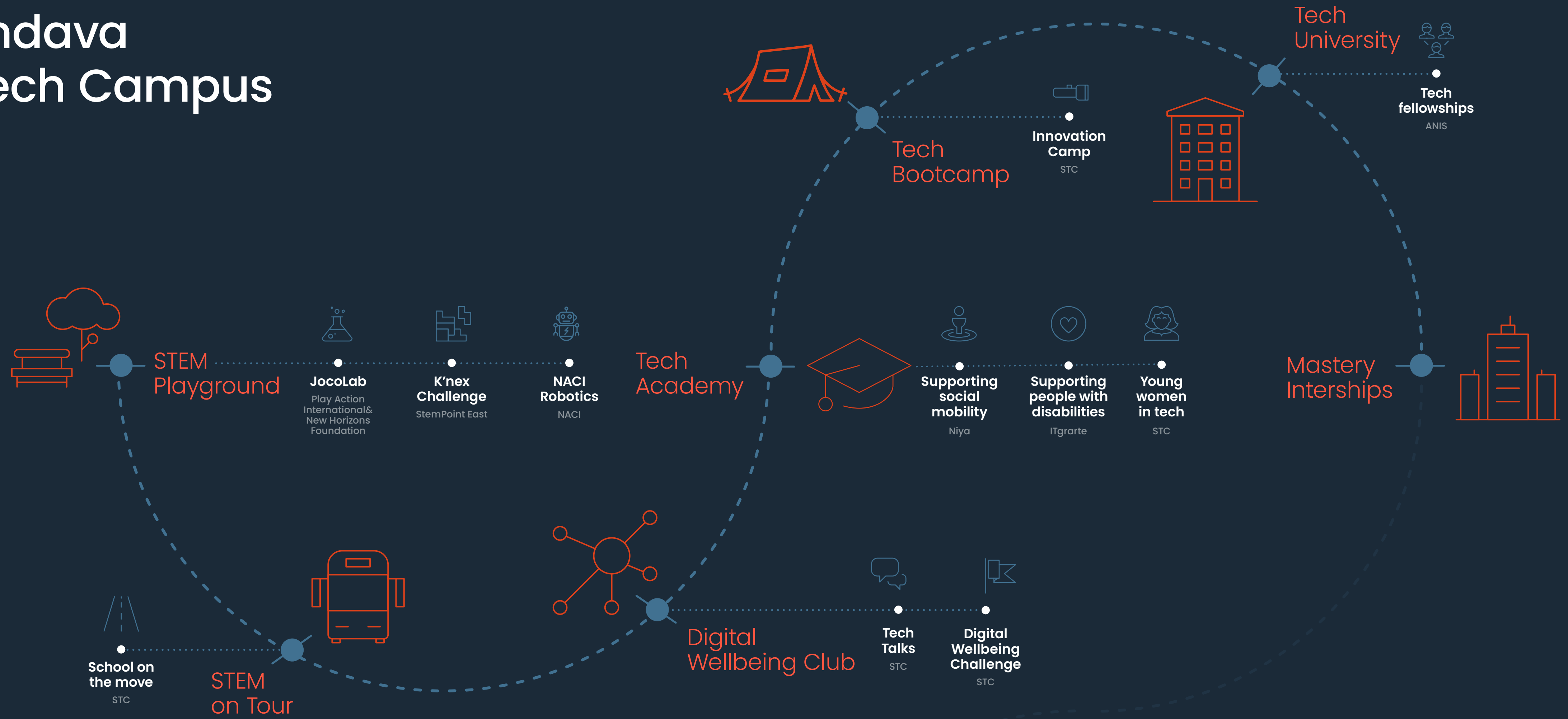
We hope our Giving projects will increase awareness and help create a roadmap to facilitate access to education, support social mobility and inclusion, and open new opportunities for the younger generations.”



**Carmen Butnariu**  
Giving and Experience Consultant



# Endava Tech Campus





“Through our joint efforts, we have developed innovative programmes, educational campaigns, and integrated solutions to address the ever-evolving challenges posed by online risks.

We brought together experts, influencers, children, and teachers to work on problems that directly affect children’s mental health and digital wellbeing.

Our partnership has fostered a deep sense of collaboration, trust, and shared vision, enabling us to make a tangible difference in the lives of countless children. We have been able to reach vulnerable communities, educate parents and caregivers, and empower children with the knowledge and tools to navigate the digital world safely.

This successful partnership stands as a testament to the immense impact that can be achieved when organisations with aligned goals join forces to protect and empower the most vulnerable members of our society.”

**Claudia Oprescu,**  
National Safer Internet Coordinator,  
Save the Children Romania

#### Digital Wellbeing Club

### Digital Wellbeing Challenge | Save the Children

We hosted a competitive event for high school students across Romania which focused on projects to improve Digital Wellbeing for teenagers, allowing them to interact in the digital space in a meaningful, sustainable and healthy manner.

The competition was held in various high schools in Romania, and we provided participants with a comprehensive resource package including a work plan and inspirational videos created by young people.

The participants engaged in debates on Digital Wellbeing and came up with solutions meaningful to them and their peers.

The best solutions were rewarded and the team members became Digital Wellbeing Ambassadors, sharing their experiences with peers.

- Participants: High School students 14-17/18 years
- Teams of 3 members + 1-2 mentors
- Webinars for teachers

#### Digital Wellbeing Club

### Tech Talks | Save the Children

We supported our NGO partner, Save the Children, in organising a Digital Wellbeing Conference in Romania to raise awareness on how to positively interact with technology. Attendees included young people, parents, teachers and other professionals working with children.

The purpose of the event was to start a dialogue on the impact of technology in wellbeing.

The conference was broadcast to around 50,000 people in Romania and included a diverse array of speakers including psychologists, professors, vocational counsellors and influencers.





#### STEM on Tour

### School on the move | Save the Children

Our School on the Move joint initiative in Romania is a transformative educational programme. It aims to offer access to various learning programmes to underserved communities and to promote inclusion and equal opportunities.

For School on the Move, we specially outfitted vehicles equipped with educational material for children to explore, with the help of trained teachers. The goal of this initiative was to bridge educational gaps and create a positive learning environment for children in rural areas.

We aim to nurture curiosity and explore the benefits of technology whilst creating awareness about some of the main topics around Digital Wellbeing including privacy, cyberbullying and online identity.

The programme engages children in conversations by using interactive tools and by offering a variety of learning resources. The curriculum is tailored to specific communities and supports their academic development while fostering a sense of empowerment to help unlock their full potential.

- 3 tours
- 15 educational modules
- 20 schools in Romania
- Over 1,200 pupils from disadvantaged communities

#### Tech Bootcamp

### Innovation Camp | Save the Children

Our Innovation Camp, in collaboration with Save the Children, ignites passion for innovation and provides an immersive and engaging environment for fostering creativity, critical thinking, and problem-solving skills.

Hosting five teams of high school students that participated in other educational projects we run with Save the Children, the camp aims to inspire and empower the next generation of innovators and entrepreneurs. They get together with Endava mentors and bring to life ideas on Digital Wellbeing apps. Through a combination of interactive workshops and hands-on, collaborative activities, participants are encouraged to develop meaningful and innovative solutions.

During the four-day camp, young people learn from experienced mentors, in a supportive and inclusive environment where they can freely express their thoughts, unleash their creativity, experiment with different concepts, and learn from both successes and failures.

In addition to technical skills, the Innovation Camp focuses on developing essential practical skills including teamwork, communication, and leadership. Participants engage in group activities

and collaborative projects that encourage them to work together, brainstorm, and present their solutions to a wider audience, gaining valuable insights into the entire innovation process, from ideation to implementation.

By fostering a culture of innovation and providing a platform for young minds to flourish, we contribute to shaping the future leaders and problem solvers of tomorrow.

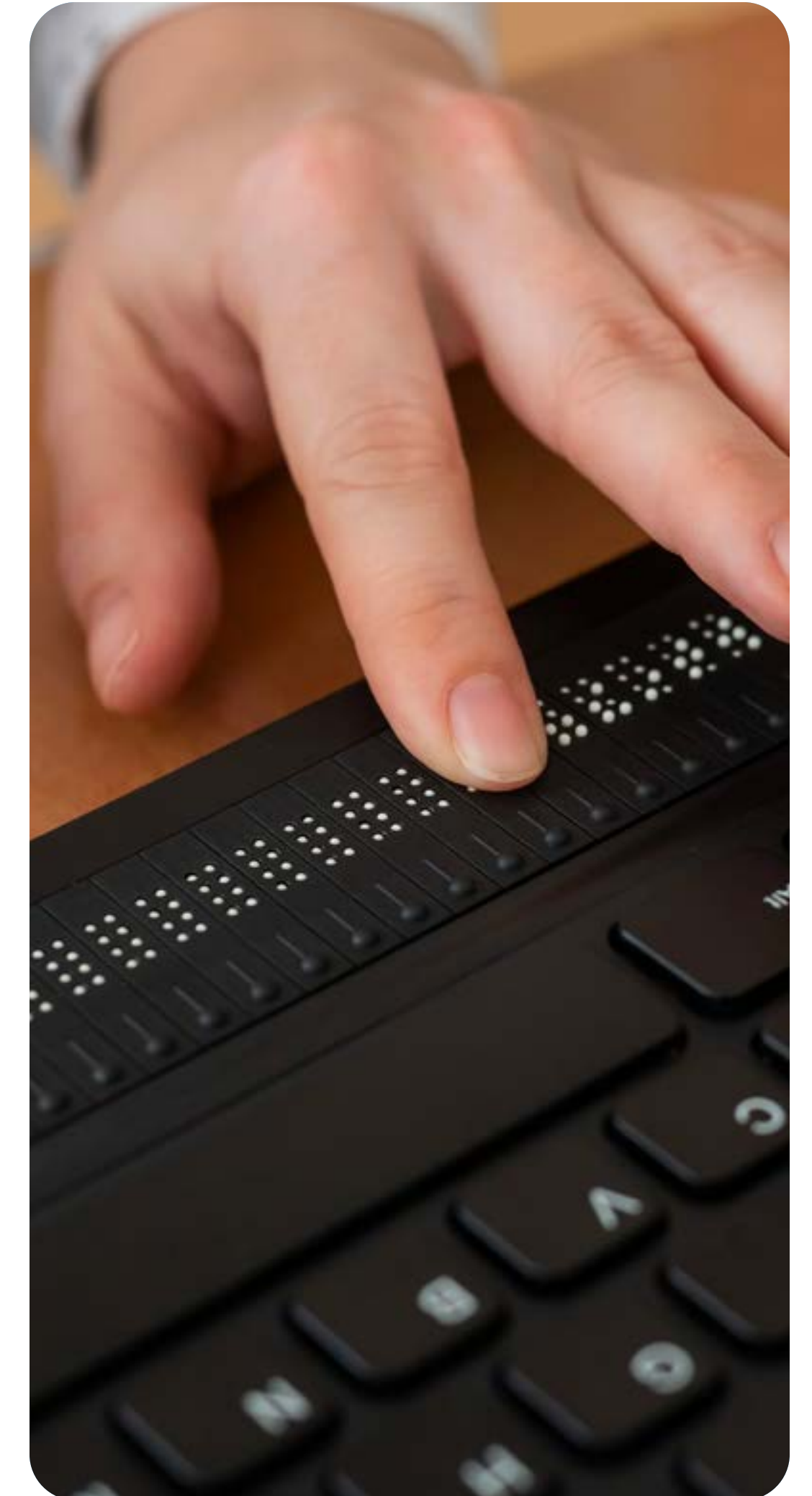
#### Tech Academy

### Tech training: Supporting people with disabilities | ITgrarte

Our long-term partnership with the ITgrarte foundation in Latin America aims to support their mission to use technical training to promote autonomous living and independence for differently abled people.

Our partnership started in 2019 and we provide courses adapted to the needs of the various participants. In FY2023, we offered scholarships enabling 100 people to participate in JavaScript, HTML, Python and Git training programmes.

- 5 years of partnership
- 7+ types of courses
- 380+ bursaries supported between 2019 to 2023
- Evolution: from courses in Argentina to courses across LATAM (12 countries) and Spain in 2023





Tech Academy

## Tech training: Supporting social mobility | Niya

Since 2021, we have been a partner of Niya, an NGO focused on training refugees and matching them with opportunities around the world.

Since inception, our partnership has graduated four technology cohorts by offering access to over 6,000 hours of training and more than 1,500 hours of mentoring.

This year, we celebrated the graduation of the participants in the **Ukraine Tech Scholarship Programme**, initiated as a response to the humanitarian crisis resulting from the Russia-Ukraine military conflict. We provided the 30 participants with learning tools for Software Development, Web Development, Data Analysis and Visualisation and AI & ML.

The course lasted four months and the core fundamentals were supplemented with soft skills training across communication, interviewing and résumé writing.

The programme aims to empower participants with in-demand skills to foster their professional growth and help them contribute to rebuild their communities.

“Our partnership with Endava has enabled us not only to provide critical skills development opportunities to over 100 amazingly gifted individuals that have been severely disadvantaged by events outside of their control, but also gather critical learnings from those beneficiaries. This has led to the development of our own Machine Learning model that can identify and remove barriers to opportunity. We love working with Endava’s amazing team and hope to see the relationship develop and evolve over the coming years.”

**Hugh Chichester,**  
Niya CEO

“I’ve never had an experience like this before. The Niya team are wonderful, professional, talented people and their programme has given me great practice in front-end development. The weekly sessions and training courses have helped to expand my knowledge and prepare me for my future career. I am grateful to Niya’s kindness, assistance and patience with each member of this programme.”

**Maksym,**  
Ukrainian refugee living in Romania

“Niya’s programme changed my life. I was able to access new networks, make new friends, and learn new skills – all of which helped me move into employment. I’m very grateful for Endava and Niya for making this happen.”

**Rama,**  
Syrian refugee living in Romania

Tech University

## Tech fellowships for teachers | ANIS

We are thrilled to continue our partnership with the Romanian Association for the Software and Services Industry (ANIS), focused on supporting young teachers in the study and teaching of emerging technologies. One of ANIS’ goals is to foster a relationship between the technology industry and the academic world to facilitate the inclusion and integration of new technologies in the university curricula and the introduction of innovative teaching methods.

ANIS grants worth €5,000 per selected project were awarded to university instructors for teaching certain topics including big data, cybersecurity, AI/ML, Internet of Things (IoT), Virtual Reality and Blockchain.

During FY2023, we supported two fellowships, enabling the upskilling of teachers who will pass on relevant knowledge to students.

- Supporting one teacher fellowship focused on AI/ML; and
- Supporting one teacher fellowship focused on Virtual and Augmented Reality.



STEM Playground

## JocoLab | Play Action International & New Horizons Foundation

We are proud of our partnership with PlayAction International and Fundatia Noi Orizonturi (FNO) which helps support children in rural areas in Romania with STEM learning.

The project trained 15 teachers and school staff in rural Romania to use play-based learning to engage and inspire children in STEM.

The project also provided four participating schools with PLAY KITS that include engaging materials for children to explore STEM related topics in a play-based manner.

“We are absolutely thrilled to be working with Endava to bring play-based STEM education to primary school children in Romania. Encouraging a passion for STEM in the early years is critical to forming the engineers, scientists and tech experts of the future.

There is no better way to engage children in learning than play. Together, we aim to inspire children to develop the critical thinking and technical skills that will shape our world and way of life in years to come.”

**Murielle Maupoint**  
Chief Executive PlayAction International

STEM Playground

## NACI Robotics | NACI

We sponsored a NACI Robotics team from North Albion Collegiate Institute in Toronto, Canada with Endava mentors who offered guidance, experience and technical knowledge to the participants.

The exciting world of robotics competition brings more than just technical skills, it also develops communication, resilience, critical thinking and collaboration skills.

We look forward to continuing to support similar projects to help nurture the next generation of technology leaders and problem solvers.

“STEMPOINT has delivered the K'nex Challenge for more than 20 years in Hertfordshire and Luton. Last year's competition saw the popularity of the competition increase even further, as schools welcomed visitors back following restrictions imposed by the pandemic. We therefore decided to extend the challenge in 2023 to enable primary schools in Suffolk to take part. The number of schools where the challenge was delivered was up by 21% from last year, and 14% more pupils took part. We are extremely grateful to Endava for helping us make this possible.”

**Helen Spencer**  
Managing Director STEMPOINT



STEM Playground

## K'nex Challenge | StemPoint East

At Endava UK, we support the K'nex Challenge project aimed at introducing primary school children to the world of mechanical engineering. The programme provides an avenue for children aged 9 to 11 to delve in the world of STEM through hands-on activities under the guidance of STEM Ambassadors.

During the 2023 edition, 264 challenges were undertaken in 136 schools, with more than 7,200 children participating.

“Rolling up my sleeves and getting involved with the robotics team as a mentor for nearly 15 years has been an incredible ride. Seeing these bright kids from my own neighbourhood grow into sharp problem-solvers and tenacious competitors in the field of robotics is something else. The journey from their first unsure steps with hand tools to commanding a robot in competition is a sight I wouldn't trade for the world. It's about more than the motors and code – it's about instilling confidence, fostering teamwork, and igniting a passion for learning. As I look back on our journey and gear up for what's next, these kids never cease to amaze me.”

**Dave Barrat**  
Senior Development Consultant



## Tech as a force for good: NGOs going digital Civic Tech 911 | Code4Romania

Technology has emerged as a powerful force for good, transforming lives and reshaping the world we live in. At Endava, we continue to reimagine the relationship between people and technology. We are proud of our long-term partnership with Code4Romania, a community of volunteers with a mission to innovate through open data, transparency and civic technology.

We support Code4Romania in several of its missions including the Civic Tech 911 project which is the on-call technology department accessible to every NGO based in Romania.

### 50 NGOs supported through our donation in FY2023

The most common type of support request is to help with identifying the right technical solution for:

- building a website;
- accessing and configuring free resources and digital services (Mailchimp, Azure, AWS, Canva, emailing services);
- applying for grants that require a digital component; and
- security concerns.

“The fact that we can provide this shared technical resource, the Civic Tech 911 programme to organisations that could never be able to afford this type of expertise, is invaluable.

This programme is enabling organisations all across Romania to adopt technology in a healthy and consistent way, and with the right guidance from the experts, makes them more secure.

And not just them, but also their beneficiaries and all the vulnerable communities that depend on the NGOs’ work and capacity. Endava has been our solid partner for years now, and this type of capacity building that we are managing to provide together translates into a more digitally sustainable non-profit sector. This has resulted in the organisations becoming more effective in their work and being able to cater to the needs of more and more people every single day.”

**Olivia Vereha,**  
Cofounder Code4Romania





# Education | Access to education

## Supporting future leaders | Duke of Edinburgh Awards

The Duke of Edinburgh's International Award is the world's leading youth development programme aimed at young people between the ages of 14 and 25. The programme helps young people develop life skills outside of the classroom including community service, sports and the learning of practical skills. Our partnership aims to empower young people from diverse backgrounds by supporting them to learn new skills, overcome obstacles, and build confidence and resilience.

Through our collaboration, 864 young people of various nationalities participated in the programme. The focus was on supporting Social Mobility with the Duke of Edinburgh's Virtual Award Centre providing digital tools to communities where programmes are not offered in person.

Direct beneficiaries:

- 864 participants: Romanians, Hungarians, Ukrainians
- 100 Award Leaders
- 10 Endavans trained as Award Leaders, who will be involved in the programme

"We are proud to have Endava as a partner who understands the values of human development, the need for innovation, the ability to troubleshoot, and to strive for excellence.

Being aligned with the Duke of Edinburgh's International Award programme is a natural fit. We want to thank Endava for investing via the Award programme to ensure teachers, youth workers, and professors mentor and not only teach. It is important that today's youth learn skills and values based on teamwork, troubleshooting, community service, as well as respecting and appreciating the environment."

**Shajjad Rizvi,**  
Chairman of The Duke of Edinburgh's International Award Romania foundation

## Equal access to education

We focus our efforts on projects in disadvantaged communities with limited educational resources. We aim to help break the cycle of poverty and empower people to reach their full potential. One such project is with Liceo Impulso in Montevideo, Uruguay. We also participate in mentoring programmes such as Hour of Code in Monterrey, Mexico.

Coming together to support equal access to education gives us a sense of purpose and generates a multiplier effect. When individuals receive a quality education, they can become agents of change, positively impacting their families, communities, and future generations.





# Humanitarian aid

## Stronger Together for Ukraine

We are thrilled that our Global Matching Campaign, Stronger Together for Ukraine won the CSR Project of the Year at this year's ANIS Awards, in addition to being recognised by CSR Awards Romania with a special mention.

Through a company matching programme, Endavans raised one million Euros in two weeks for this important cause.

In partnership with three NGOs, we provided emergency aid to Ukrainians impacted by the Russia-Ukraine military conflict on the ground as well as aid and relief to those in need at the Romanian and Moldovan borders.

We are also committed to help refugees apply for open positions at Endava in the region and provide refugees with technology training and job opportunities through our partnership with Niya.

## Thoughtful Together – Endavans joining forces to make a difference

Humanitarian Aid campaigns are a thoughtful response to pressing social challenges, enabling us to foster sustainable development and support communities in need by improving wellbeing and quality of life. Endavans from all over the world make a difference by getting actively involved in different causes.

This year, our colleagues from North America came together as part of Volunteer Week and partnered with **Roof Above and City of Plano**, an NGO in Texas, to prepare and donate meal kits for 200 people impacted by homelessness.

From North America to the Adriatics and all-around Central Europe, Endavans spread the spirit of giving through **volunteering and donations**. We supported children from socially vulnerable communities, elderly care homes, hospices and refugee centres, as well as through donating blood. Our partnerships with **Concordia, Day Makers, Niciodata Singur and Belhospice**, give us the opportunity to give back in a meaningful way, to foster personal growth, build stronger communities and be open to different perspectives.





# Health

The importance of health and mental wellbeing cannot be overstated, as they are fundamental for individuals to lead fulfilling lives and to contribute to society. We support a variety of programmes globally to help improve health and wellbeing.

## Mental Wellbeing | Aspera, Central Europe

Our new partnership with the ASPERA Centre in Romania helps support their mission of improving the health of children diagnosed with neurodevelopmental conditions. ASPERA supports parents with diagnosis and therapies. Endava's contribution helps special needs children reach their full potential.

"Endava's help changed the lives of around 100 children with neurodevelopmental delay and the lives of their parents and families. It also contributed to raising awareness about the differentiated diagnosis in neurodevelopmental disorders."

**Alina Munteanu**  
President, ASPERA Center

## Going the extra mile for Giving

Being thoughtful is in our DNA. Over the years, Endavans have been actively involved in supporting their communities.

## Fundraising for Médecins Sans Frontières (UK & Moldova)

Endava's Industry Expertise team took on the challenge of virtually traveling from our London headquarters to our offices in Chisinau, Moldova. They accomplished the 3,026 miles round trip by running, cycling, walking and swimming to raise funds for Médecins Sans Frontières/Doctors without Borders (MSF), the world's leading medical humanitarian aid organisation.

"We achieved the distance and got a little fitter. We raised money for an amazing and very necessary cause in MSF and best of all made some new Endavan friends along the way."

**Alasdair Redmond,**  
Global SVP Strategy, Endava

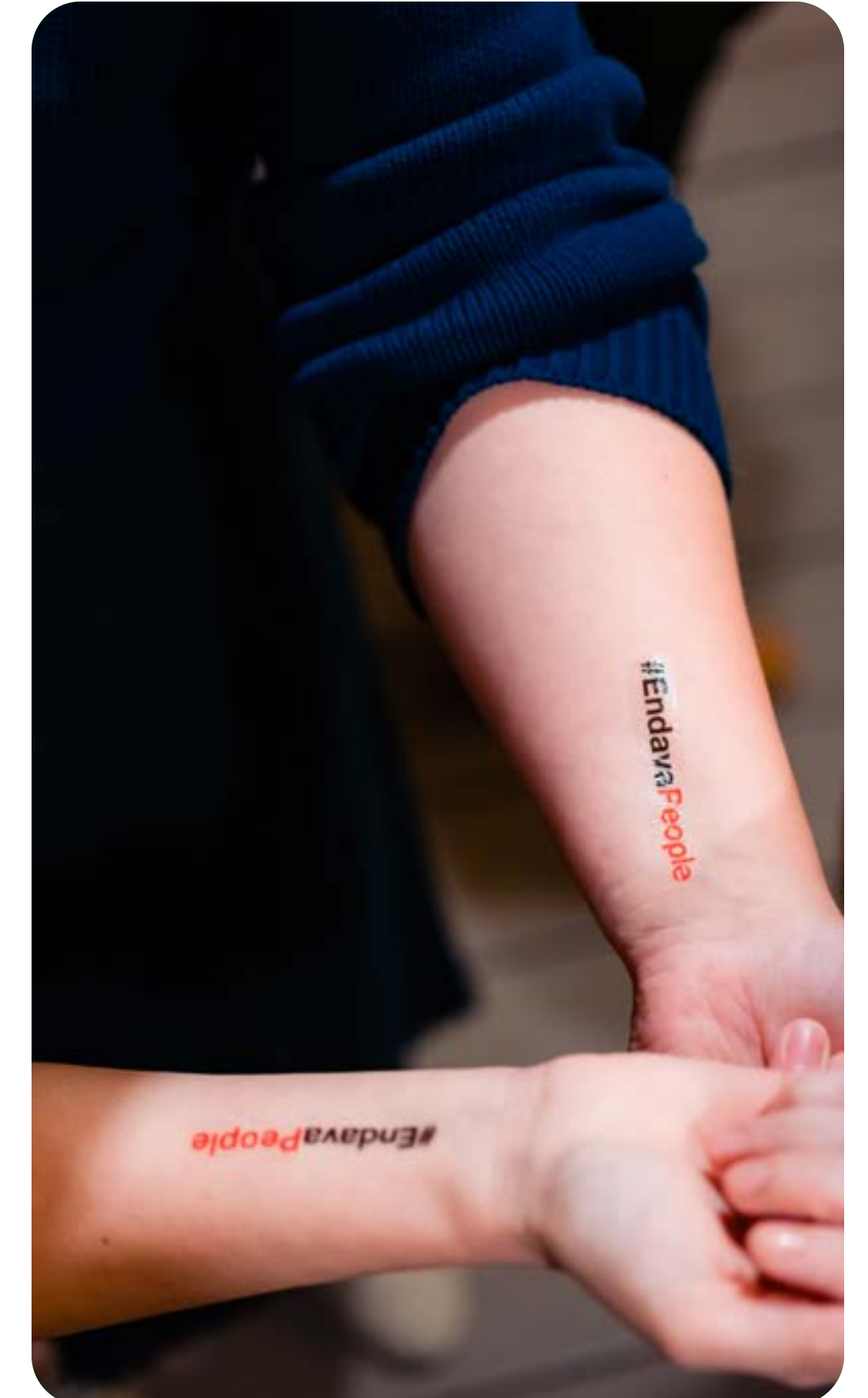
## Thoughtful Brunch – fundraising for OBGYN hospital (Romania)

The Thoughtful Charity Brunch organisers invited Endavans for a fundraiser event to benefit the Obstetrics & Gynaecology department of the Emergency Hospital in Cluj, Romania. This department cares for over 3,000 women and delivers more than 2,000 babies every year. Funds raised went towards the purchase of new hospital equipment.

"As I witnessed the event coming together, from planning every detail to seeing the smiles and joy it brought to attendees, my heart swelled with a profound sense of purpose and gratefulness. This charity brunch is proof of the incredible power of collective action. Having gone through a difficult experience myself, seeing my colleagues contribute their time, talent, and resources to support a cause greater than ourselves was a humbling experience. When we unite our efforts, even the smallest contributions can create a ripple effect of change: our efforts will support vital initiatives.

I am grateful to everyone who played a part in making this a success. Personally, organising our thoughtful charity brunch was a labour of love, driven by a deep desire to positively impact the lives of those who might find themselves in need."

**Mihaela Morar**  
Thoughtful Endavan





# Environment | Endava Thank You Forest

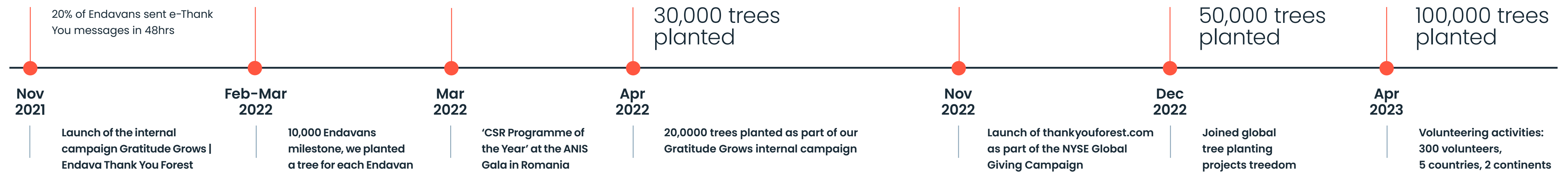
We believe every one of us can make a difference when it comes to Environmental Impact, and we are keen to enhance it through thoughtful actions. A key example is growing our global Endava Thank You Forest.

Our tree planting project began with our initial commitment to plant 30,000 trees. The project is designed to heighten awareness of climate change and is connected to our internal recognition programme. For each e-Thank You card our colleagues send, we plant a tree.

Since the launch in November 2021, we planted 100,000 trees.

Our Endava Thank You Forest was awarded the CSR Project of the Year at the 2022 ANIS Awards in Romania. We partnered with Planting Good Deeds, an NGO focusing on the protection of forests in Romania for this project.

Our tree planting has expanded to other countries (Moldova, Macedonia, Colombia, Argentina) with the involvement of over 300 Endavan volunteers. In December 2022, our project joined the NYSE Global Giving Campaign.





# Operating Responsibly

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





# Operating Responsibly

“Fostering a culture of strong ethics and integrity is part of our value proposition to our people, our clients, our investors, as well as our suppliers and the communities in which we live and work. We encourage all Endavans to operate responsibly to earn the trust of our stakeholders, which will allow us to continue growing a strong and sustainable business.”



**Rohit Bhoothalingam,**  
Group General Counsel

We continuously strive to make the right decisions for our stakeholders: our people, investors, customers, suppliers and the broader communities in which we operate.

Strong corporate governance is fundamental to properly serve the long-term interests of Endava and its stakeholders.

Our Code of Conduct has been designed in light of our commitment to our core purpose and values.

We take our corporate responsibilities seriously, from respecting and upholding human rights, to tax contributions and driving sustainable procurement.



# Highlights from 2023

**93%**

of our clients say they would recommend us (CSAT survey results 2023)

**99%**

of our active Endavans completed the Endava Code of Conduct e-learning

**33**

Speak Up Safely representatives across our organisation

**99%**

of our strategic suppliers have adhered to the Endava Supplier Code of Conduct

## Contributing to the Sustainable Development Goals





# Integrity and ethics

## Our Code of Business Conduct and Ethics

We expect all Endavans to behave ethically, honestly and fairly with our stakeholders. We have a people centric culture based on our value of being Trusted.

Our [Code of Business Conduct and Ethics](#) (**'Code of Conduct'**) is rooted in our values and provides a framework for the way we conduct ourselves at work.

Our Anti-bribery Policy states that we have zero tolerance of bribery or corruption by Endava staff or intermediaries. This policy supports our Open and Trusted values and our commitment to conducting business with the utmost integrity, observing the highest ethical standards and following all applicable laws and regulations in the jurisdictions where we operate.

Our Conflict of Interests Policy provides guidance on actual or potential conflicts of interest, setting standards that must be followed. We encourage our people to disclose risks of any interest, activity, transaction or relationship that might constitute a conflict of interest and to use our Speak Up Safely channels if they have any concerns.

Every year, Endavans take a Code of Conduct e-learning module. In FY2023, 99% of active Endavans completed the module successfully.

In FY2023, we added additional chapters to the Governance section and included numerous Diversity and Inclusion sections in the Code of Conduct.

In addition to the Code of Conduct, we have an Employee Handbook, and our policies are available on our Sharepoint Intranet site.

## Speak Up Safely

Endava's Speak Up Safely Policy promotes a forum where our people can safely report concerns in confidence and in multiple ways. They can:

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

We have 33 Speak Up Safely representatives across our organisation who are trained to support Endavans if they have any concerns.

To make the process even more accessible to our people, in FY2023 we launched the Speeki App allowing any Endavan to report a concern directly from Microsoft Teams, without the need to use the Speeki web portal.

We have had a low number of formal concerns raised. In FY2023, we had 13 concerns regarding workplace ethics, breach of policies or career development. All were resolved. There were no concerns raised in FY2023 regarding finance or accounting matters.





# Best practices in labour relations

Our business processes are subject to internal and external audits on an annual basis to ensure we comply with local laws and regulations. As part of Endava's onboarding process, background checks are completed on anyone joining our organisation. This is an important part of supporting security and compliance internally, and externally to reassure our customers.

Having a secure business environment enables Endava to:

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

We uphold the freedom of association and the effective recognition of the right to collective bargaining. Across our locations, 42% of our people are covered by a collective bargaining agreement.

We pay competitively in the countries in which we operate, attracting sought-after skills in the IT market. Our pay ranges are competitively positioned, and often well above national minimum wage levels (or the Living Wage level in the UK).

Our Diversity, Inclusion & Belonging Policy sets our commitment to 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. We prohibit any form of bullying and harassment, including sexual harassment, and provide clarity on the steps that will be followed to investigate and resolve actual or perceived incidents of discrimination and/or harassment.

0.7% of our people are foreign nationals, needing an employment visa where they work, and 0.1% have taken up opportunities to work within Endava outside of their home country.

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





# Total global tax contribution

Endava takes its corporate responsibilities seriously and therefore we ensure that we meet all our tax obligations, and fully contribute all taxes due in the territories in which we operate.

Whilst corporate tax levied on profits generates a lot of attention, the amount of tax Endava pays is far greater than this. To provide the full picture, the material components of Endava's FY2023 total tax contribution are outlined here.

In FY2023, Endava's taxes borne were £64m represented by £23m corporate income taxes and £41m in employment taxes<sup>1</sup>.

Additionally, Endava collected £230m of taxes in the form of payroll withholding of income and social security taxes<sup>1</sup> from employees across the world and value-added taxes on services provided. These taxes are an important part of the contribution Endava makes in the many territories in which we operate.

<sup>1</sup> Social security amounts include all mandatory contributions in each territory including pension, unemployment and health.



## Our tax strategy

### Governance, assurance and tax risk management

The Board of Directors of Endava plc has overall responsibility for tax. The Board discharges its responsibilities by satisfying itself there is an effective organisation and control environment in place. The Group Chief Financial Officer advises the Board of the tax control environment and the Head of Tax & Treasury is responsible for the setting of the Tax Strategy. Policies and procedures are in place which support the management of tax risk, along with documented systems, processes and controls.

The Audit Committee and the Board approve the Tax Strategy on an annual basis.

### Attitude to tax planning

Endava takes its corporate responsibilities seriously and recognises the importance of making required tax contributions in the territories in which it operates. Where it is appropriate to do so, Endava will structure its affairs tax efficiently, however:

- Tax planning will only be considered in the context of the commercial needs of Endava and within the letter and spirit of all applicable laws;

- Endava undertakes material transactions between group companies on an 'arm's length' basis in accordance with OECD transfer pricing principles; and
- Endava only operates in tax havens or low tax territories where there is a genuine commercial purpose to do so. Endava will not transfer value to such territories for the purpose of reducing its tax liabilities.

### Approach towards relationship with tax authorities

Endava endeavours to maintain professional and open relationships with all tax authorities that it deals with, in particular acting in a cooperative manner with a view to having this approach reciprocated.

### Compliance with laws, rules and regulations

In line with our values, Endava is committed to complying with all tax laws and regulations in the countries in which it operates.

### Tax communication

The tax function acts as a business partner to provide clear advice and guidance to the Group's business operations across all significant transactions. Good lines of communication are maintained between Group Tax and all other Endava departments.



# Rewarding shared efforts: Share Success Plan

To give every Endavan the ability to participate in the company's future success, we relaunched our **Share Success Plan** in FY2023.

All Endavans employed as of November 1, 2022, including our people coming from recent acquisitions, were automatically enrolled into the Share Success Plan and were allocated a number of share options, based on their Endava employment grade. The cost of exercising the options is discounted and fixed at the start of the plan.

The Share Success Plan launched in FY2023 will mature in December 2025 subject to continued employment. Endavans can decide to exercise their options any time after maturity and before expiry (other than U.S. participants, whose options are subject to automatic exercise due to U.S. tax rules).

The cost of exercising the options can be covered through the sale of shares, to allow Endavans to acquire shares without using their own funds.

In FY2023, over 12,000 Endavans were enrolled in the plan with the opportunity to share in the success of Endava.





# Corporate Governance

Endava's Board shares collective responsibility for the company's long-term success. The Board's Nominating and Corporate Governance, Remuneration and Audit Committees meet at least quarterly. For FY2023, members of the Board collectively attended 97.3% of all Board meetings.

Our Code of Conduct, Speak Up Safely Policy, Anti Bribery Policy, Committee Charters, Board Diversity Policy and other documents are publicly available on the Corporate Governance tab of our site at [investors.endava.com](https://investors.endava.com).

We comply with the director independence requirements of the New York Stock Exchange, as the Board has determined that seven of our nine directors are independent from management and shareholders, with no conflicts of interest.

Additionally, as part of the search process for new directors, the Nominating and Corporate Governance Committee actively seeks out candidates with diverse profiles. Effective May 2, 2023, the Board appointed Patrick Butcher as a new member of the Board.

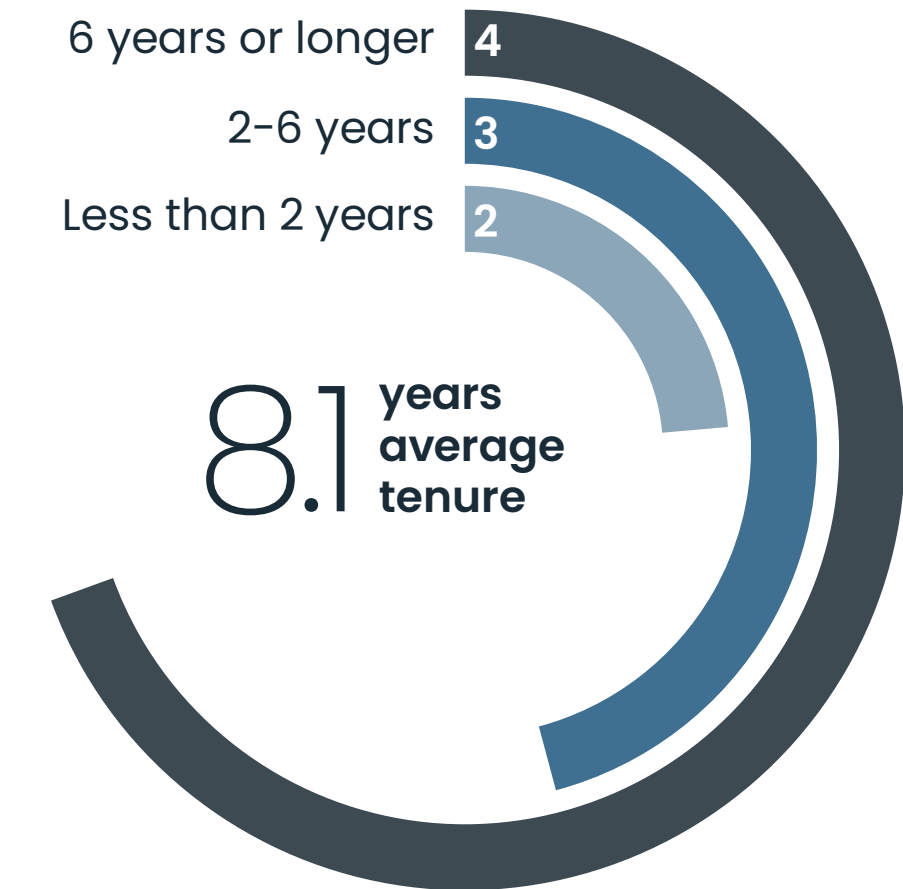
In FY2023, Trevor Smith, the Chairman of the Endava Board, and Andy Allan, the Chairman of the Remuneration Committee, engaged with a number of shareholders on the proposed implementation of the Remuneration Policy for FY2024.

## Board tenure

Data as of May 2nd, 2023

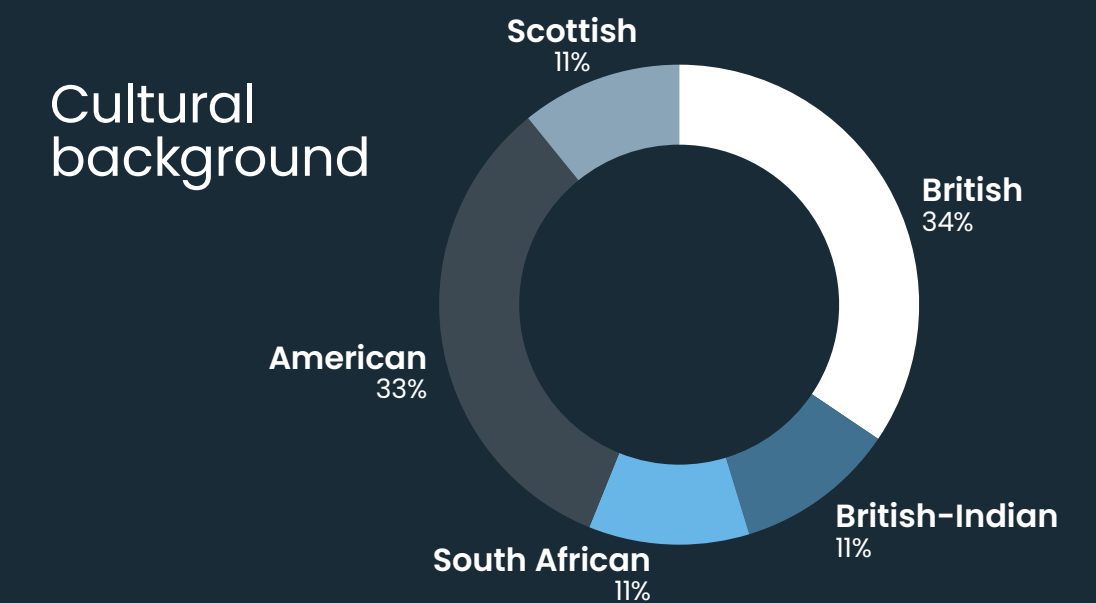
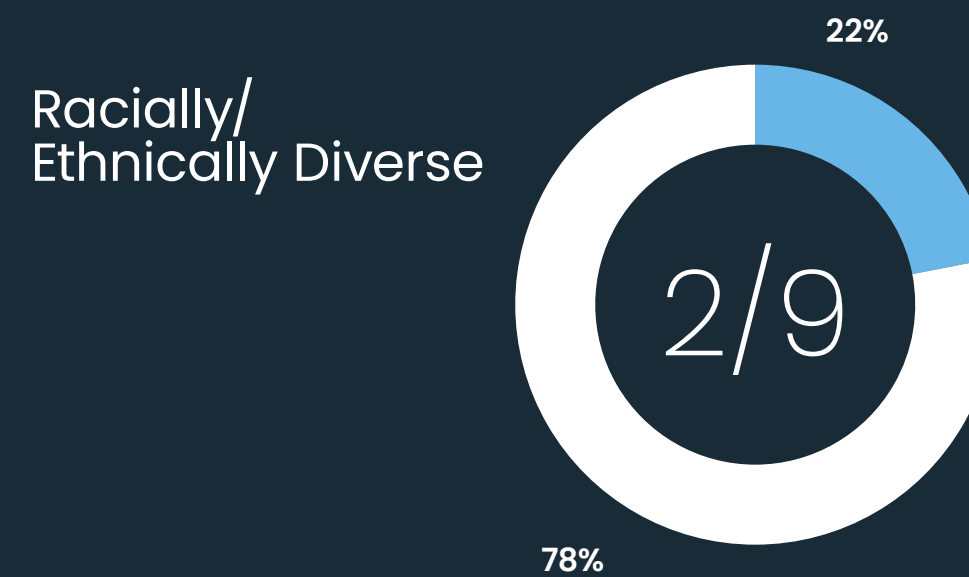
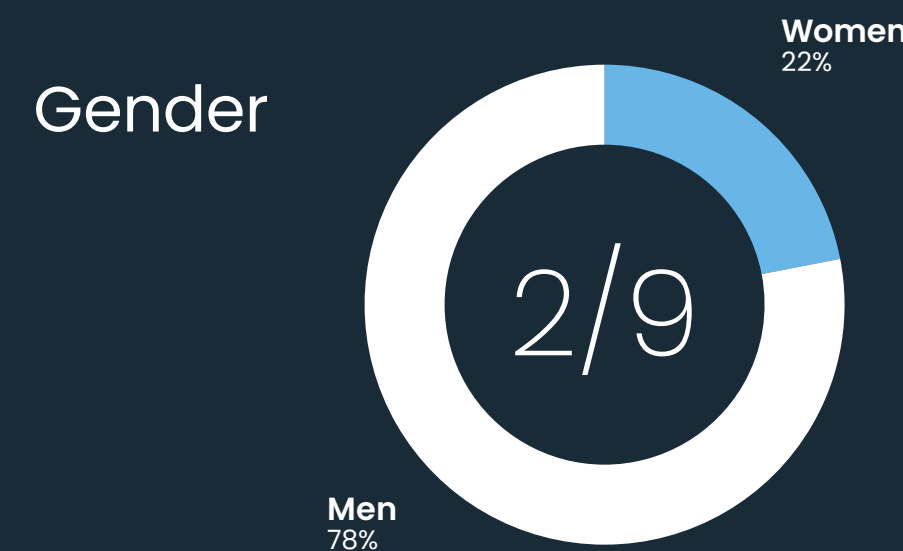
6 New directors / Board members over the last 5 years

61.7 average age of Board members (age range 55-69)



## Board diversity

Data as of May 2nd, 2023





# Focus on Customer Experience

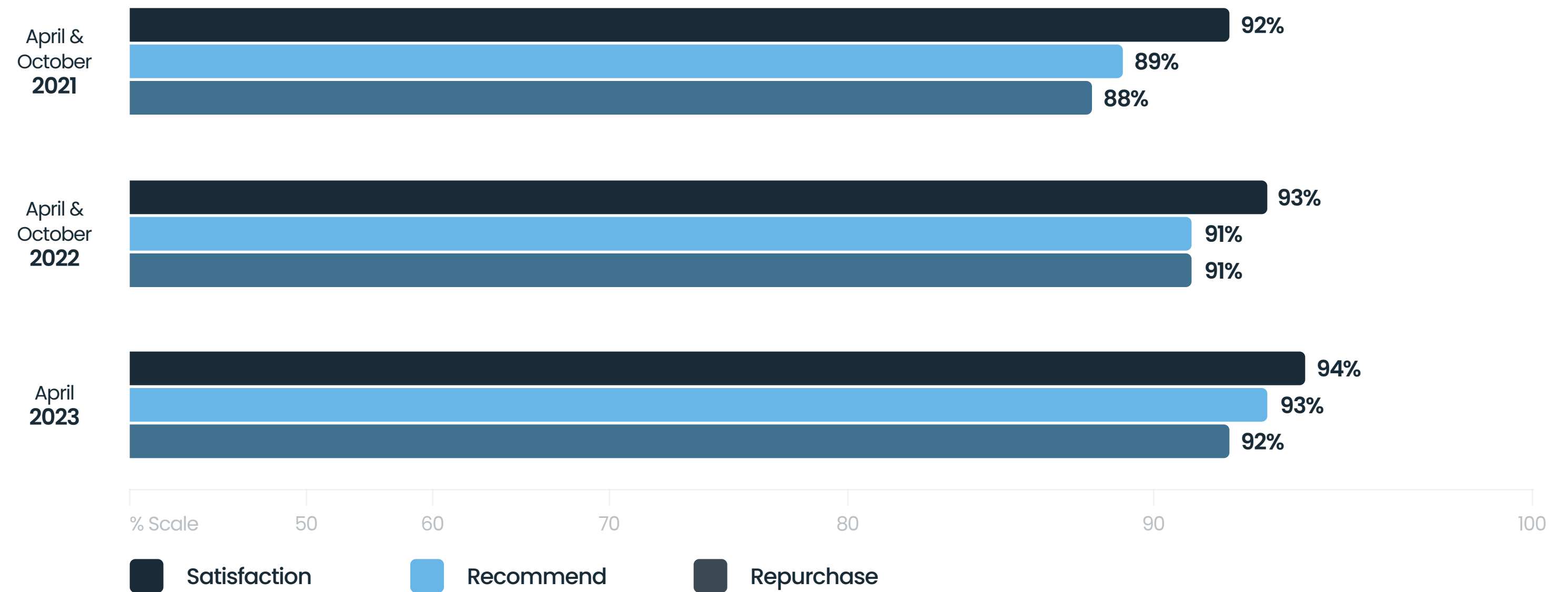
The Customer Satisfaction Programme (CSAT) is at the heart of our Customer Experience function, as it brings us closer to our customers. This programme was implemented in 2014 and we have since run customer satisfaction survey campaigns annually using our proprietary CSAT platform.

Our CSAT Programme reaches out to our customers and allows for systematic feedback collection bi-annually.

We have a dedicated Customer Experience team who analyses and manages the feedback to constantly help create the best service experience for our customers. Our customers' responses are aggregated and made available in the Customer Satisfaction Dashboard, a web application developed internally and accessible to all Endavans.

This process ensures complete transparency at company, account and project level, helping us better understand how satisfied our customers are with our service and how effectively we are supporting them. CSAT enables us to identify opportunities to enhance the way we deliver.

## 3-year CSAT journey





# Customer Experience stories

## Cisco – San Jose (California), USA

In our April–May 2023 CSAT Survey, we scored very highly with Cisco. The respondents highlighted they would engage with Endava again in the future and would be willing to act as a reference for us.

We deliver software development for Cisco Core Products which are sold globally and have thousands of enterprise customers. Our teams engage with Cisco engineering and product management teams and we collaborate closely with Cisco VPs of engineering and engineering directors.

“A very engaged team and very qualified technically. Good ability to find talent to match the skill sets required and very responsive in communications. I enjoy working with the Delivery Managers and appreciate working with Darko to look strategically for the ability to scale up and down with the ever-changing business requirements.”

**Cisco Systems Senior Director**

## Syntrus Achmea Real Estate & Finance B.V – Amsterdam, Netherlands

We achieved top ratings with Syntrus Achmea for each of the five CSAT surveys done since 2020. The respondents expressed their willingness to engage with Endava in the future and to serve as a reference for us.

We provide development for our client’s Oracle Forms applications for Real Estate and Mortgages, technical support and operations of all Oracle systems and databases, as well as data migration from legacy systems and external systems to a new Real Estate SaaS application.

“The Endava team ensures continuity through taking preventative actions when working with our operational systems. Their vast knowledge and result-orientated mindset aid us in managing any changes, acting as a true partner in our business endeavours. Overall, the team can be described as loyal, involved and business-like with a personal touch.”

**Durk Blauw**

Manager IT Run Syntrus Achmea



We are proud to have reached yet another important milestone in our sustainability journey, having been awarded the **EcoVadis Silver medal** for 2023. This places us in the top 25% in our industry, and in the 85th percentile for all companies in all industries, for integrating positive ESG practices across our business. Improving on the Bronze medal we received in 2022, this achievement recognises our ongoing commitment to making a positive impact in supporting our people, customers and the communities where we operate, as well as aligning with our core values of being Open and Trusted.

EcoVadis is one of the world’s largest and most trusted providers of business sustainability ratings and is underpinned by international corporate social responsibility, or CSR, and ESG standards including the Global Reporting Initiative (GRI), the UN Global Compact, and ISO 26000. EcoVadis scorecards provide detailed insight across four sustainability themes – Environment, Labour and Human Rights, Ethics, and Sustainable Procurement – to give an overall score of a company’s sustainability performance.



# Driving sustainable procurement

## Modern slavery

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

We publish an annual [Modern Slavery Statement](#) in accordance with the UK Modern Slavery Act 2015.

We define strategic suppliers as those with an expected annual spend greater than £100,000 and with a significant impact on our operations, which in FY2023 represented around 70% of our total spend. All of our new suppliers in this category must complete a modern slavery questionnaire and 99% of our current strategic suppliers have completed it or have provided the vendor specific documents adhering to Endava's values.

We continue to refine and develop our efforts to ensure that there is no modern slavery in our supply chain. As a result, we have expanded the checks to suppliers in geographies where risk of modern slavery and human trafficking is considered high. In these geographies, we perform these controls even if our spend with vendors is below £100,000.

It is important that our people work in a safe and hospitable environment, in line with local legal requirements. We respect the right to equal opportunity, freedom of association and collective bargaining. We respect and uphold human rights.

## Responsible procurement

Our supply chain and purchasing decisions aim to improve our impact on the environment and society.

Our Procurement Policy and Guidelines, along with our Supplier Code of Conduct, Modern Slavery questionnaire and Supplier Ethic checks, are designed to increase the integrity and transparency of our supply chain.

In FY2023, we updated our **Procurement Policy** in order to improve our sourcing process by introducing an additional validation step for purchases higher than £100,000 performed by a central procurement team, ensuring that the services and goods we acquire are the result of transparent, objective, time and cost-effective decision-making with an emphasis on compliance and risk management.

We also revised our **Supplier Code of Conduct** to reduce the impact of our supply chain on our environmental footprint. We strengthened requirements regarding our suppliers' environmental commitments. We ask our supply chain partners to take actions to measure and report their Scope 1 and 2 emissions and to set emission reduction targets. Our Supplier Code of Conduct is mandatory for our strategic suppliers.

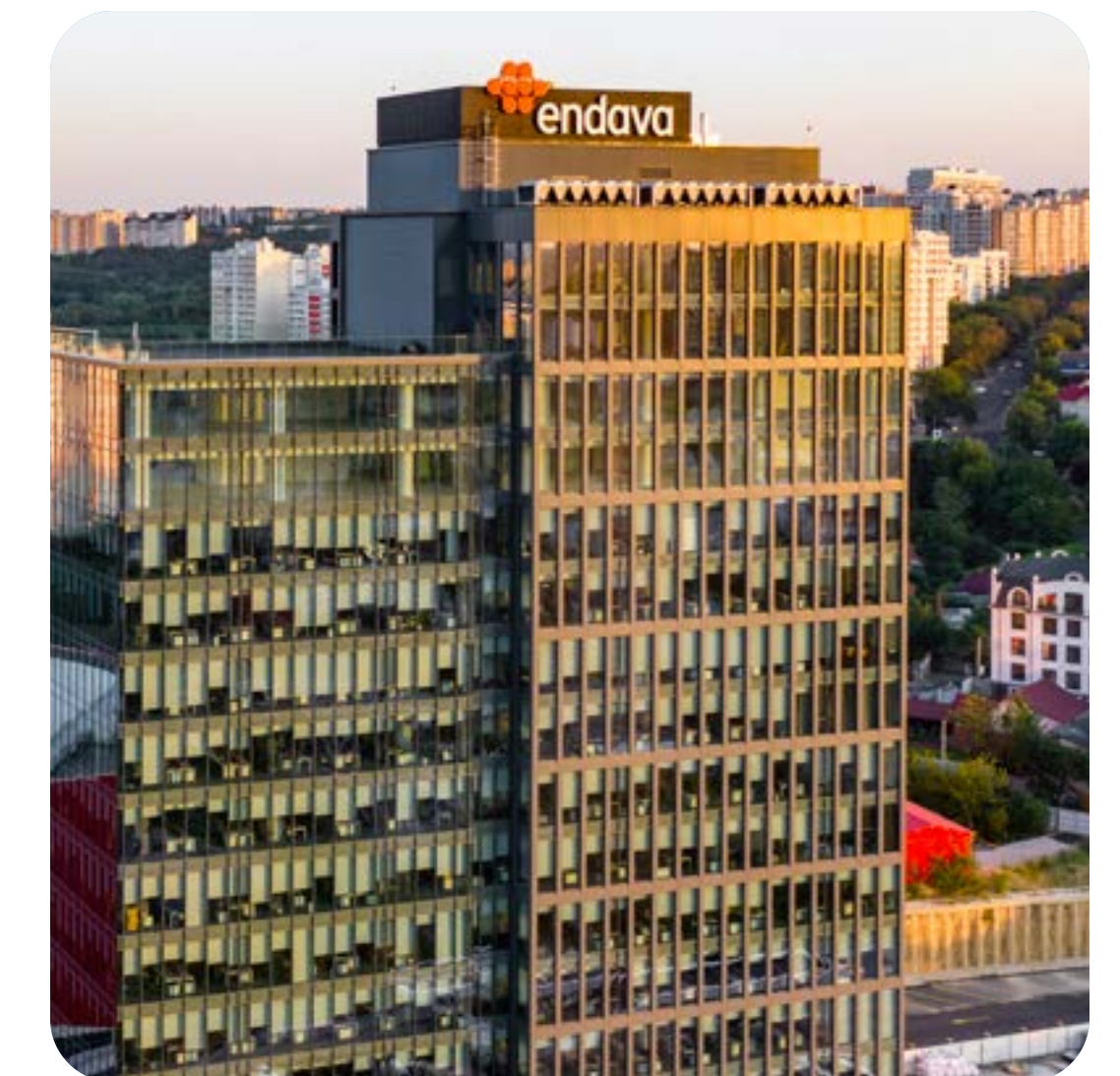
For strategic suppliers of standardised IT equipment and software, we have an **annual performance evaluation** which includes environmental and integrity requirements.

**99% of our strategic suppliers have adhered to the Endava Supplier Code of Conduct or have provided the vendor specific documents to support adhering to Endava's values.**

## Supplier diversity

We strive to increase the use of services and products provided by diverse-owned businesses and to develop a supply chain reflective of our commitment to diversity and inclusion. We define a diverse supplier as a company which is at least 51% owned and controlled by one or more individuals belonging to a diversity group.

We aim to support diverse suppliers in all our geographies. In Romania, where we have a large supplier base, we participated in a survey conducted by the Romanian Sustainability Embassy aimed at understanding and assessing the domestic purchasing practices of large companies. As a member of the Romanian Sustainability Embassy, we support efforts to raise awareness on the importance of supplier diversity.





# Innovation & Data Integrity

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





# Innovation & Data Integrity

“Technology continues to change the world. We continue to help our customers explore the possibilities presented by these emerging technologies and leverage the opportunities in areas such as data and AI to transform their business models, and deliver greater value to their clients.”



**Julian Bull,**  
Chief Operating Officer

We help our customers in their journey from idea generation to development and deployment of products, platforms and solutions. We use technology to make a positive impact and help our customers drive their business forward.

Our innovative approach and cross-industry expertise, combined with the use of new technologies help our customers evolve their businesses in the new digital age.

Data integrity is at the heart of every successful digital acceleration initiative. We are committed to best practice standards for data privacy and cyber security, to ensure the trust of our customers.

# Highlights from 2023

**4,000+**

Endavans attended in our annual Innovation Lab event

**Top 10%**

security rating in our industry (BitSight)

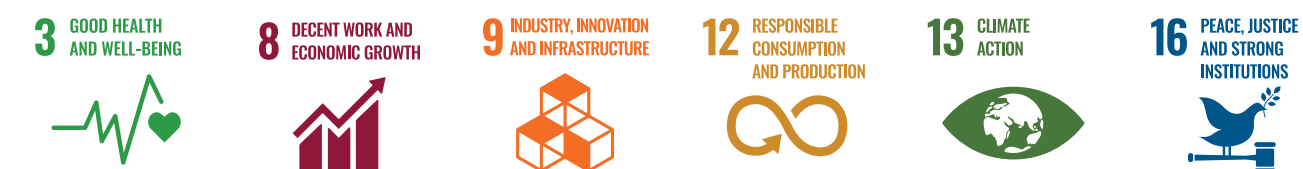
**10**

regional and sector specific data champions

**99.5%**

average up-time

## Contributing to the Sustainable Development Goals





# Accelerated innovation

Through the ideation process, we work with our customers to understand the problem they are trying to solve for their business. Deepening our understanding of the customer's needs and using the appropriate technology allow us to achieve a rapid time to initial value. It helps create lasting and sustainable value for customers.

Some customers are at the early stages of their innovation journey whilst others are further advanced. Our innovation practice works with customers all along the spectrum. For those early in the process, we help them with their innovation strategy – how to gather ideas and which ideas to validate. For those further along the process, we help to scale or rapidly develop emerging technology Proof of Concepts (POCs).

Our **innovation practice** is built on three pillars:

- **Strategy:** Building the foundation on which innovation can thrive;
- **Execution:** Turning ideas into reality; and
- **Scale:** Driving progress throughout the organisation.

"Our innovation group helps Endava's customers drive their innovation agenda and aids them in becoming a differentiated digital business."



**Matt Cloke,**  
Chief Technology Officer

Our **Innovation Strategy** process is designed to understand our clients' challenges and the products or services they need in order to respond to disruptive technology waves impacting their industry. We help clients define their innovation strategy and build an integrated innovation approach for their organisation.

With our strong Design Thinking, Product Acceleration and Engineering skills we work with clients to develop a strategy using personas and customer journey maps to help inform early-stage prototypes and tactical **Proof of Concepts**. This allows for clients to rapidly perform 'test and learn experiments' using disruptive technology. When they are satisfied with the Proof of Concept, we can produce fully functioning capabilities. We partner with clients in their journey from **Ideation through to Production**.

We work closely with our clients to run engaging innovation events such as **Ideation workshops, Hackathons/Datathons and Pitch events**. We partner closely with our clients to design and execute these events, but also take the outputs and help drive them into delivery.

"We love working with customers at all stages of their innovation journey and helping them adopt technology to make a real difference for both them and their customers."

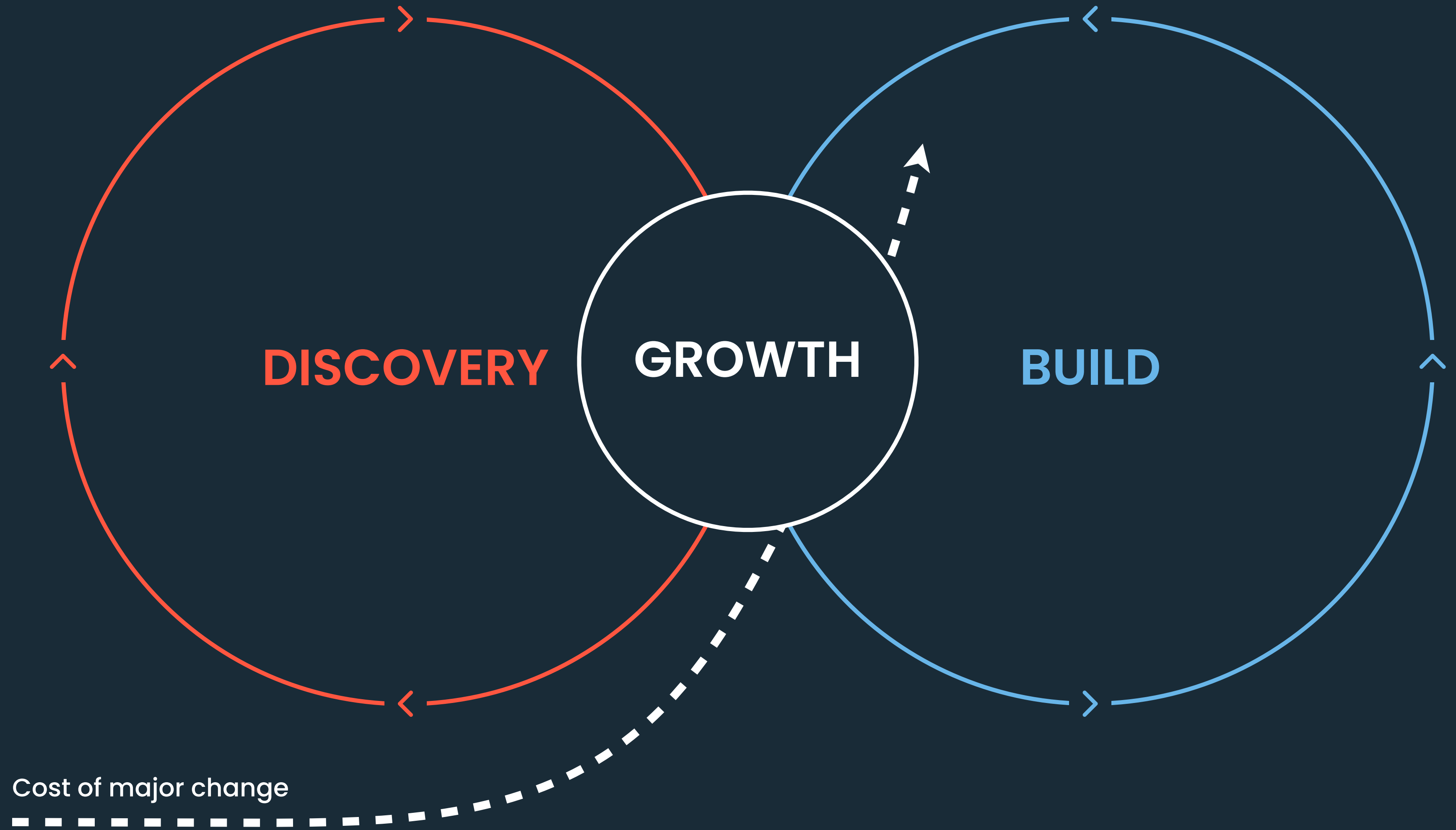


**Joseph Dunleavy,**  
Global Head of Innovation



# Endava innovation services

- Ideation Workshops
- Design Sprints
- Innovation Leadership Training
- Innovation Councils
- Innovation Scrum Teams
- Collaboration Tools & Training
- Tactical Proof of Concepts (PoCs)
- Digital Clinics
- Horizon Scanning
- Idea Crowdsourcing
- Trend Reports
- Datahons & Hackathons
- Rapid Prototyping





## Innovation community

The **Endava Global Innovation Community** is a cross-disciplinary community made up of local communities in each of our delivery locations.

Our **Innovation Champions** lead the community, inspiring and supporting innovative activities and projects across Endava. We organise 'Pass It On' sessions, debates, and panel discussions on different topics and technologies. We encourage people to get involved in learning exercises and develop innovative prototypes or accelerators. There are community initiatives and innovation rooms in our various locations allowing our people to meet regularly to experiment with new software and hardware and share their knowledge on innovation. We also organise client hackathons, industry talks, and events, such as the Innovation Lab. Over **7,500 Endavans** took part in the Innovation Community's activities since it was launched in FY2022.

## Innovation Lab in numbers

**3**  
regions

**76**  
teams

**4,000+**  
attendees

Our annual **Innovation Lab competition** is one of the leading events organised by our Global Innovation community. It challenges Endavans to come up with new ideas, concepts and novel solutions to encourage capability growth. These events take place in all our locations globally and offer Endavans the chance to explore new and exciting technologies, including cutting-edge software and devices. The theme of recent Innovation Labs has been to deliver innovation prototypes suitable for demonstration to customers.

Participation in the FY2023 Innovation Lab Competition doubled from the previous year. A total of 76 teams took part in the competition globally, with 4,000+ attendees including participating teams, mentors, jury and colleagues.

The top eight teams reached the Global Innovation Lab Final, hosted at our Endava Berlin Tempelhof office in November 2022. All of the teams used state of the art technologies including Artificial Intelligence (AI), large language model Generative Pre-trained Transformer 3 (GPT3), Internet of Things (IoT), Sensors and Virtual Reality (VR).



### The first prize went to a team from Bogota

(Colombia) for a solution to help farmers maximise crop yield. By using IoT technology they created a network of sensors that communicate with each other across their own mesh network to sense changes in environmental conditions.

### The second prize went to a team from Toronto

(Canada) for their project that coupled custom-fabricated industrial IoT hardware devices with an autonomously acting 3D digital twin, to provide a toolset for predictive simulation and optimisation of supply chain inefficiencies.

### The third prize went to a team from Brasov

(Romania) for a solution using AI to help identify the people within an organisation who have specific skills needed for a project.



**Eoin Woods,**  
Chief Engineer

"Our Innovation Lab provides a focus for our innovation enthusiasts to come together and create marvellous things. For some people, innovation means pure creativity, for others it is all about technical excellence and for those with a business brain, it might be finding disruptive solutions to important problems. We think innovation is the combination of all of this and more!"



## Interview with the Innovation Lab winners

Smart Farming for everyone

The winner of the Innovation Lab final was a team from Bogota with a solution to help small to medium size farms spot changes in environmental variables that impact crop growth, such as temperature and moisture. During the demonstration, attendees were able to scan a QR Code to launch the live app and see real time changes applied to the sensors deployed across the room.

We were curious about the team's work and their overall experience, so we sat down to chat with the members: Diego Casas, Senior Developer; Fabian Melo, Architect; Luisa Acero, Tester; Diego Felipe Riviera, Visual Designer; Thomas Fauquemberg, Senior Developer.

### How did you come up with this idea?

**Luisa Acero:** First, it's important to mention that we didn't know each other before this, we have never worked together. All we had were some (separate) ideas for the Innovation Lab competition.

**Diego Casas:** The management of the Delivery Unit (DU) set up a matching site, where people could register their ideas and search for teams. We found each other and then we started thinking and working together. Our colleague, Fabian was familiar with the issues facing farmers and he was looking for a solution to bring automation to the farm, so this project was a great match!



### Are there additional features this tech solution offers compared to existing apps?

**Diego Casas:** In Colombia, we have an issue with the topography - the mountains, the geography: there are a lot of isolated places with poor network signal, so we needed a solution that does not rely on internet connectivity and does not come with extra costs for installing huge antennas, for example.

Bumble Bee is a fleet of IoT devices interconnected by a wireless mesh network to measure environmental variables and offers data visualisation for farmers and other stakeholders. This solution is easy to use. It is also flexible enough for different stakeholders to use it. The data collected can help farmers, suppliers, distributors and aggregators to improve their processes and commercialise products.

### How would you describe the Innovation Lab experience?

**Thomas Fauquemberg:** I would say that the Innovation Lab is closely aligned with Endava's values. It has been an amazing opportunity to meet new people and collaborate on an impactful idea. Additionally, it has provided us with the chance to step out of our comfort zone and engage with new technologies.

**Diego Rivera:** I loved the experience so much that I am participating again this year!

**Fabian Melo:** I was a new Endavan, an unknown architect, new joiner. Now everybody knows me. I am very grateful for the experience and for the fact that we were strangers - and we ended up working together and became friends.

### What helped you win the competition?

**Diego Casas:** I believe it was key that we thought about the project from a business perspective, and we were not only focused on the technical solution. We did get a lot of help from many people and particularly the mentors.

**Luisa Acero:** The people who were available to hear us and give us advice made all the difference.

**Fabian Melo:** A week before the second stage, we were all down, we felt there was no clear path to follow, we didn't know how to do it. Once again, our DU manager, Elena Plop came and encouraged us. She just gave us the right energy; she made us believe we could win.

**Thomas Fauquemberg:** Prototyping a solution early, even if it was imperfect, was crucial. It provided both the mentors and us with a baseline to enhance the idea and demonstrate the viability of the solution. Observing the progress also served as a source of motivation.

### Could you tell us what are the next steps for this solution?

**Diego Casas:** We had meetings with some colleagues in the sales team and our solution was presented as a use case for Google services this year at a Google conference in London.

**Diego Felipe Rivera:** There is some interest. The project has traction. Of course, we are always available if there are questions about the project!



## Green Software Community

Our work in Green Software is focused on producing value with energy efficiency and GHG emission reduction in mind. We are currently working on several pilots to prove how this could be incorporated in the Software Development Lifecycle (SDLC).

We are looking to help our customers calculate the footprint of their software applications using emerging standards like Software Carbon Intensity (SCI) a specification of the Green Software Foundation. We are also looking to

advise customers on how to use architectural patterns and deployment techniques such as demand shifting, and/or demand shaping to measure the carbon intensity of their solution and then implement reduction strategies like carbon-awareness to reduce emissions.

We want to educate and upskill our people, so that we become more knowledgeable and increase awareness of how to minimise GHG emissions and the amount of energy required by the solutions and capabilities we provide.

“Let it be for compliance or brand building, ‘going green’ is overwhelming when it comes to digital platforms. Our tip is to start with reporting, measure how much your solution emits first and then put in reduction strategies like carbon-awareness to reduce these emissions.”



**Usman Suhail,**  
Delivery Partner and Technical  
Design Authority





# Partnerships for innovation

Through our partnerships, we aim to provide our customers with the guidance, tools and understanding to embark on successful digital acceleration journeys.

## Google

In FY2023 we became a Google Cloud Premier Partner, enabling us to offer increasingly tailored products and services across the full Google Cloud product suite, including cloud migration.

We certified 145 Endavans in Google Cloud in FY2023. As a Google Cloud Premier Partner, we intend to continue offering training and development opportunities to our people.



## Amazon Web Services

The strong partnership with AWS enables us to deliver highly valuable solutions on the cloud platform. As a Solution Provider, Advanced Consulting Partner, Public Sector Partner and Well-Architecture Practitioner, we are part of the cloud adoption journey for over 400 systems.

In FY2023 we continued to expand the partnership started with AWS in 2012. With over 290 certified Endavans and 70% of our commercial projects involving cloud on the AWS platforms, in industries including payments, banking, insurance, retail and automotive, we are committed to delivering high-quality cloud solutions in this dynamic market.



## Microsoft

In FY2023, as part of the newly launched Microsoft Cloud Partner (MCP) programme, we received a number of designations which reflect our broad capabilities and commitment to guiding our customers on their digital acceleration journey. They include:

- **Solutions Partner for Data & AI:** helping customers manage and govern their data across multiple systems to build analytics and AI solutions;
- **Solutions Partner for Digital & App Innovation:** helping customers modernise existing applications and build cloud-native apps;
- **Solutions Partner for Infrastructure:** helping customers accelerate the migration of crucial infrastructure workloads to Azure; and
- **Solutions Partner for Security:** helping customers safeguard their entire organisation with integrated security, compliance, and identity solutions.



We have also achieved **the Microsoft Azure Advanced specialisation for the modernisation of web applications** in FY2023.

As of June 30, 2023, we had more than 430 Microsoft certified Endavans worldwide, further demonstrating our commitment to improve and update the skills of our people.



# Partnerships for innovation

## Salesforce

We are a 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. Having over 150 Salesforce consultants and over 250 Salesforce certifications, we cover all business modules and implementation services across the entire Salesforce platform tech stack.

In FY2023, we had over 100 new Salesforce certifications and new accredited professional knowledge and certifications for Loyalty, Financial Service Cloud and Data Cloud. We have also tightened the collaboration with Salesforce in specific industries including Financial Services, Automotive, Gaming and Entertainment by exploring how we can better leverage our partnership and deliver more successful projects.



## Stripe

In April 2023, we were selected as the **2022 Stripe Partner Award** winner for Partner of the Year – UK and Ireland. The Stripe Partner Awards recognise selected Stripe partners – both in technology and consulting – who are leading the way with customer solutions and showcasing their Stripe expertise through specialisation.

We joined Stripe's Partner Ecosystem in April 2022 to enhance our product portfolio by integrating core payments products and developing bespoke software builds.



## checkout.com

In June 2023, we announced another significant partnership in the payments space with Checkout.com, a provider of local payment methods globally.

Checkout.com's regional expertise and flexible payment solutions help our customers extract maximum value from each transaction, increasing sales and optimising costs, as well as creating a more seamless payments experience for customers whilst ensuring tight compliance.



## Snowflake

Through our partnership with Snowflake, we enable joint customers to modernise their existing data warehousing, data collaboration, data lake and data processing infrastructure. We support our customers in creating data-driven strategies, helping them build solutions with tangible benefits for modern data governance and security, integrate data in a single source of truth in the cloud and democratise analytics across all business areas.





# Leveraging the power of data & AI

A strong data foundation is at the core of any successful AI strategy. AI is dependent on data to train models to extract patterns and insights. Our skills across the data spectrum directly support the transformational work we deliver for clients in the AI field.

We are very excited about the new opportunities that Generative AI (Gen AI) is creating. While Gen AI has been making headlines recently, we have been working with AI for many years, helping improve our internal efficiency and delivering business value for our customers. Our work in data and AI is varied, in the technical nature of the work and in the range of industries we service.

Our projects vary from data warehousing and reporting through to modern data engineering, data platforms, analytics, and AI. In data engineering, we use graph technology to solve customers' data organisation challenges by building leading edge data platforms. We also perform advanced analytical work to unlock the value of data.

We are currently engaged in the development of two distinct accelerators, concentrating on large language models (LLMs), leveraging our partnership with Google which gave us early access to their enterprise generative AI tool. We are using this application in the insurance industry to successfully demonstrate the practical use of generative AI in a business environment. To this end, we developed an interactive workshop highlighting the optimisation of interactions between brokers, underwriters and compliance officers by employing instruction based tasks and a chain of thought reasoning prompts.

The second accelerator helps to provide comparative analysis of cost performance features and industry specific capabilities for various commercial and open source LLMs. We are currently evaluating models from Open AI, Google, Meta and other open source offerings within three industries: healthcare, financial services, and insurance. The analysis evaluates the strengths and capabilities of each model in relation to industry specific customer implementations.

## Data academy

It is important for us to continue expanding our data competences. Our Data Academy supports internal training for junior and intermediate level engineers and enables them to specialise. The Data Academy offers a collection of training programmes organised on several tracks addressing topics required for data engineers, data scientists and machine learning engineers. These programmes also include training in AI.

Our Data Academy helps attract talented individuals and provides them with a structured programme to develop their skills and move up in their seniority.



**Adriana Calomfirescu,**  
Group Head of Data Delivery

“Every year, we organise the Data Academy featuring a tailored curriculum that is aligned with ongoing demand and market trends and enables us to continuously enhance skills in the latest technologies. For instance, two years ago we factored in a Google module and last year we incorporated elements from a Snowflake enablement programme.”



# Case studies

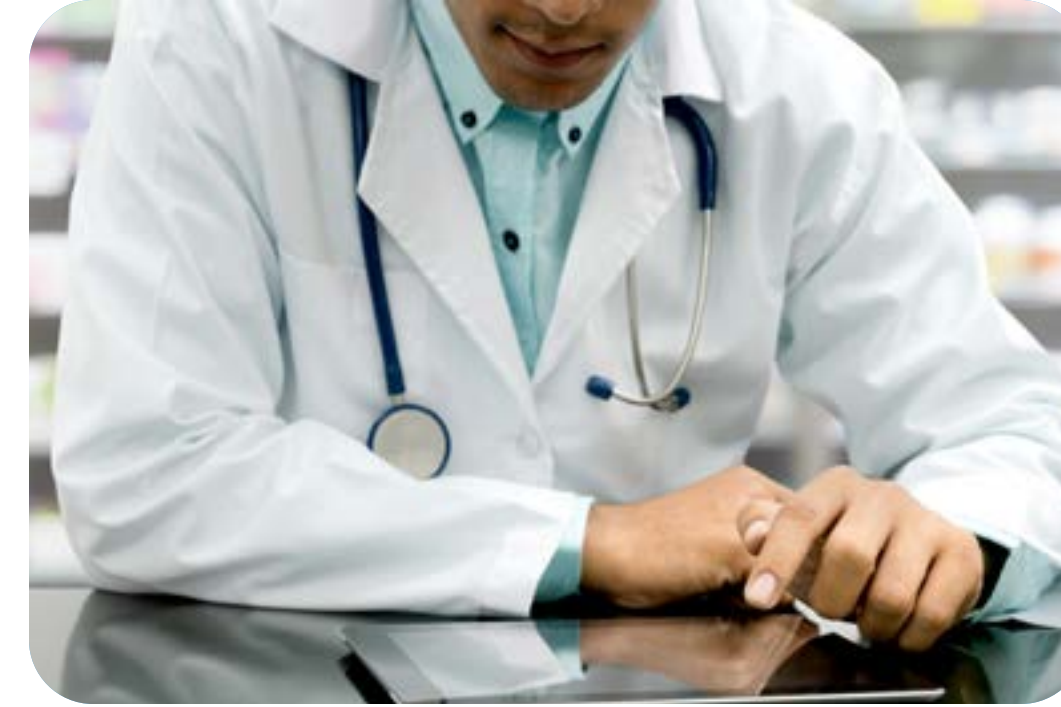


## Energy

We partnered with a leading global provider of energy storage systems to develop a predictive model for forecasting electricity demand. The challenge was to predict peak electricity demand, allowing consumers to optimise their consumption by switching to battery storage at these times. The solution was fully integrated with the customer's existing machine learning infrastructure and deployed to their production cloud environment. This precision in forecasting translates into more efficient energy usage, potentially driving significant cost savings for end consumers.

## Health

In a strategic collaboration with ZEISS, a world leader in optical systems and optoelectronics, we developed a series of advanced microscopy modules for their cloud-based platform, APEER. Recognising the evolving needs of microscopy users, we applied our expertise in AI, machine learning and data science to enhance image quality and overall user experience. We created a range of modules, including one for image denoising and others for more efficient image processing. Additionally, we developed user-friendly workflows to ensure ease of use for their customers.



## Pharma

In partnership with a leading global pharmaceutical company, we developed an explainable AI solution to optimise their dissolution testing process in generic drug development. Our focus was on reducing the number of experiments, aiding expert decision-making and enhancing data understanding.

We implemented thorough data cleaning and new data entry rules, significantly reducing future data management efforts. By creating multiple multi-label classification models, we provided clear explanations for each AI output, boosting transparency and user understanding. The result was a marked acceleration in generic medicine approval times, considerable cost savings through reduced in vivo experiments, and improved efficiency in data handling.



## Government

In collaboration with a government institution in a non-English speaking country, we implemented an advanced AI-powered chatbot. This innovative tool, leveraging generative AI and large language models, was designed to efficiently provide users with accurate responses about procedures, forms, and other services.

The chatbot was built on open-source models and was specifically optimised for the local infrastructure, ensuring seamless integration and operation. Importantly, the system was designed to learn from reading human-oriented documents, requiring minimal data preparation from employees and ensuring up-to-date knowledge. With the ability to automatically update its information as new document versions are created, the chatbot improves the institution's service efficiency and user satisfaction while reducing staff workload.



# Examples of our AI capabilities

## Language Processing

Document analysis and information extraction

Sentiment analysis

Risk assessment from document content

## Big Data Analysis

Pattern recognition (fraud, anomaly detection, ...)

Prediction of trends or future events

Classification of data set content

## Human Interaction

Chatbots

Personalisation of user interfaces

Speech interfaces

## Generative AI Applications

Semantic search

Enterprise workflow automation

Summarising and generating text, Q&A, etc.

Coding and other task assistance

## Audio Processing

Speech to text (e.g., note transcription)

Speech translation

Sentiment and emotion recognition from speech

## Vision Processing

Image recognition

Object detection in photo and video

Human characteristics recognition (e.g., gait)



# Trend reports

In March 2023, we launched a new [trends report](#) aimed at supporting decision-makers who need to understand emerging technology trends and gauge the importance and potential impact of these trends on their business.

In FY2023, we performed a study on companies' current technology state and investment plans for 13 leading technology trends: from AI and big data to digital twins and microservices.

The report analysed the impact of these various technologies across eight different industries: Banking, Capital Markets, Private Equity, Healthcare, Insurance, Media & Gaming, Mobility, Retail and Telecom.

**Emerging Tech Unpacked**  
an Endava Report



# Datathons

With our partners at Google, we regularly host exciting datathons to give participants the opportunity to learn and experiment with Google Cloud Platform Data and AI tools including Big Query, Looker BI platform and Big Query ML. These events take place worldwide.

Datathons are both for existing and prospective Endava customers interested in learning about the power of Google Cloud to solve data challenges.

Each datathon focuses on a specific industry. We can provide the required data set needed or can partner with a customer to build a large dataset to support the event. The events are either tailored for a particular customer or are more general.

The format of the datathons is a fun competitive event with teams of up to six competing to build and train the best machine learning model or visualisation dashboard, which is judged by a panel of experts.





# Tech for good

## Media

### **Building the virtual green impact experience for Panasonic's booth at CES 2023**

Panasonic used its presence at The Consumer Electronics Show (CES) to shine a light on innovations that tackle the world's most pressing environmental problems to inspire others to join them in their mission of promoting sustainability and addressing the climate crisis.

We helped Panasonic create a 3D immersive and interactive experience at CES highlighting their Green Impact campaign. As visitors went through the experience, Panasonic pledged to plant a tree on their behalf.

The virtual tour focused on sustainability technology highlighting renewable energy, mobility and connected solutions in four experiential zones: park and town, mobility and home, consumer lifestyle, and wellness tech.

## Healthcare

### **Democratising data-driven medicine with SOPHiA GENETICS**

We are leveraging our technical capabilities to support SOPHiA GENETICS, a global data-sharing network that enables healthcare institutions to gain quick, robust insights from their data. Its mission is to inform the best course of action for patients and research worldwide. Powered by AI, the SOPHiA DDM platform provides analysis and insights across multiple diseases from oncology to inherited disorders. Combining genomic and phenotypic information is vital to support discoveries, treatment decisions, and drug development efforts.

We support SOPHiA GENETICS with a variety of high-priority initiatives across a wide range of capabilities in the areas of software engineering, technology operations and data services. Our expertise and tech capabilities enables further growth, expanding their impact and helping even more people globally.

### **Partnering with Lhasa to solve chemical safety assessment problems**

Lhasa Limited is a not-for-profit organisation committed to creating innovative software solutions that empower scientists to solve real-world chemical safety assessment problems, relating to the safety of prescription drugs, chemicals and cosmetics. The non-profit's technology is designed by scientists, for scientists, and in collaboration with industry stakeholders and regulators. The not-for-profit model ensures that Lhasa's sole focus is helping members succeed and therefore delivers public value.

By partnering with Lhasa Limited in the development of a range of software applications which solve chemical safety assessment problems, we aim to contribute to their innovative approach to research, promoting collaboration and data sharing.

## Banking

### **Teaming with Grameen America to better support underserved women entrepreneurs in the US**

Grameen America is a non-profit microfinance organisation assisting low-income women entrepreneurs in starting or expanding small businesses. Instead of requiring collateral or credit history, the organisation relies on a group lending model built on mutual trust and commitment among its members. Grameen America has a presence in 25 cities in the United States, serving more than 176,000 women, disbursing over \$3.3 billion in loans, and boasting an impressive repayment rate of 99.8%.

The pandemic accelerated Grameen America's need for a digital solution that would enable community members to access funds and repay loans remotely. The organisation partnered with us to develop a mobile membership app, which is projected to serve 17,000 community members by December 2023 – and reach up to 70,000 members by the close of 2024 as it continues to be rolled out across further US cities.

The app enables users to manage their profiles and facilitates the loan application and approval process, allowing more time at community meetings for other forms of support for women entrepreneurs, including peer networking, sharing business resources, and providing advice.



# Data privacy

We are committed to protecting all personal data from Endavans, customers, suppliers, and business partners.

We have a legal team called the 'Privacy Team' responsible for implementing data privacy rules and regulations across the business. In FY2023, we have enhanced data privacy governance across our growing organisation. We have appropriate policies and provide internal training.

## Governance

As a global and growing business, in order to raise awareness on data privacy compliance issues, we nominated Data Champions who have both regional and business specific expertise and work directly with the Privacy Team.

Across Endava, we have ten regional and sector specific data champions, responsible for implementing key data privacy practices alongside the Privacy Team. We mandate regular refresher sessions with our data champions on privacy practices.

## Policies

We annually review and update our 'Employee Privacy Policy' and our 'Data Breach Incident Response Plan'. In FY2023 we experienced zero data breaches that required reporting to the Information Commissioner's Office or any other data protection authority. Our Data Privacy team works closely with our Internal Tech and Security teams. We also have a cyber and data security steering group.

## Training

In addition to the mandatory global annual training on data privacy, we also provide sector-specific training to Endavans who work with personal data. This includes sales and marketing, human resources, recruitment and delivery teams.

## Data privacy and freedom of information

We clearly explain how we collect, use and store personal data in our [Privacy Notice](#).

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

In FY2023, no user information was used for secondary purposes. When using media partners, such as for online events, we closely review agreements to ensure they include relevant data protection clauses and we require our partners to obtain consent from individuals before providing us with any personal data.

In FY2023, there were no countries where our core products or services were subject to government required monitoring, blocking, content filtering or censoring. There were also no substantiated complaints received concerning breaches of customer's privacy either from regulatory bodies or from outside parties.

We suffered no financial losses in FY2023 resulting from legal proceedings associated with user privacy, nor did we receive any law enforcement requests or personal requests for user information.



**Marius Petroiu,**  
Group Data Protection Officer

"Data integrity is core to our everyday activities and we understand our customers need to trust that we have robust data practices, governance and security. Our aim is to support Endavans to act in line with the law and best practice, especially as privacy laws worldwide continue to become more stringent."

# Cyber security

Cyber security and the protection of our IT infrastructure are essential to our mission of reimagining the relationship between people and technology. We have in place: data encryption, firewall protection, regular software updates, email and web filtering, multifactor authentication, monitoring tools and multi-layer anti-malware protection. We only connect approved devices to our network and unauthorised software is not allowed on Endava computers while strong access controls ensure only authenticated users can connect.

Endavans form a 'human firewall'. All our people must complete security awareness training at onboarding and annually. We also conduct simulation-based testing to help Endavans recognise and report potentially malicious communications.

Our Board assesses the company's cyber security risks quarterly. We undertake external benchmarking to ensure our programmes remain industry best practice.

With the help of our Cyber Incident Response partner, we ran a simulated table-top attack exercise in 2023 that involved a number of attack types, and Business Continuity impacts, with the involvement of our Security Operations teams,

IT management, and Executives. We received very positive feedback from our partner on our response capability, actions and planning.

**In June 2023, we achieved a BitSight Security Rating of 790 (Advanced) – which places Endava in the 90th percentile in our industry.**

A BitSight score of 790 places us well above the industry average. With a low risk half as likely chance for a ransomware incident compared to a <750 company and a low risk and half as likely possibility of data breach compared to a <700 company. The score demonstrates to partners, customers, and stakeholders that we take cybersecurity seriously, fostering trust and confidence in our operations. With a commitment to cybersecurity excellence, we can drive business growth and enhance our reputation in the marketplace.

## Diagram BitSight security rating over 3 years





## Security operations centre

We continue to invest in our security operations centre, not only for our own cyber protection but to deliver enhanced security services to our customers. We continuously explore how to increase the automation of our security services and are looking at incorporating AI into our predicate analytics and threat intelligence workflows.

We operate a security operations centre, both for our internal use and to service customers. This centre proactively monitors and analyses security posture, detecting and responding to security incidents, and provides ongoing security support and guidance. This involves monitoring and analysing network traffic, identifying potential vulnerabilities and threats in the managed cloud and endpoint space, and ensuring that security controls are effective. The security operations centre team works to prevent security breaches and mitigates their impact if they occur.

## Cloud security

Cloud security operations have become an integral part of Endava's and our customers' business processes. We understand security is paramount in cloud operations, and we are committed to maintaining a robust and secure cloud infrastructure. By proactively monitoring, detecting, and responding to security incidents, we strive to meet and exceed the security expectations of our customers and stakeholders.

By harnessing cloud security tools, our security operations teams provide robust protection, scalability, flexibility, and simplified management, ultimately helping maintain a secure and compliant cloud environment for us and our customers. We leverage cloud-native security tools and solutions designed to protect our cloud-based infrastructure. These tools provide enhanced visibility and control over our cloud resources, ensuring security measures are well integrated throughout the cloud ecosystem.

Security is everyone's responsibility and therefore, we collaborate closely with internal teams including cloud operations, DevOps, and IT administration to ensure security controls are seamlessly integrated into our cloud environment. Additionally, we establish strategic partnerships with external cloud security vendors to leverage their expertise and understand emerging threats.

We are dedicated to continuously enhancing our cloud security capabilities. Our security operations centre and operational security teams remain vigilant and stay updated with the latest cloud security trends, emerging threats, and evolving technologies.

# Employing best practice standards

Since December 2020, we have held a System and Organisation Controls (SOC) 2 Type I attestation for our software development and managed services operations. This provides our customers with the assurance their data is treated in line with the SOC 2 'gold standard' trust service principles of security, availability, and confidentiality.

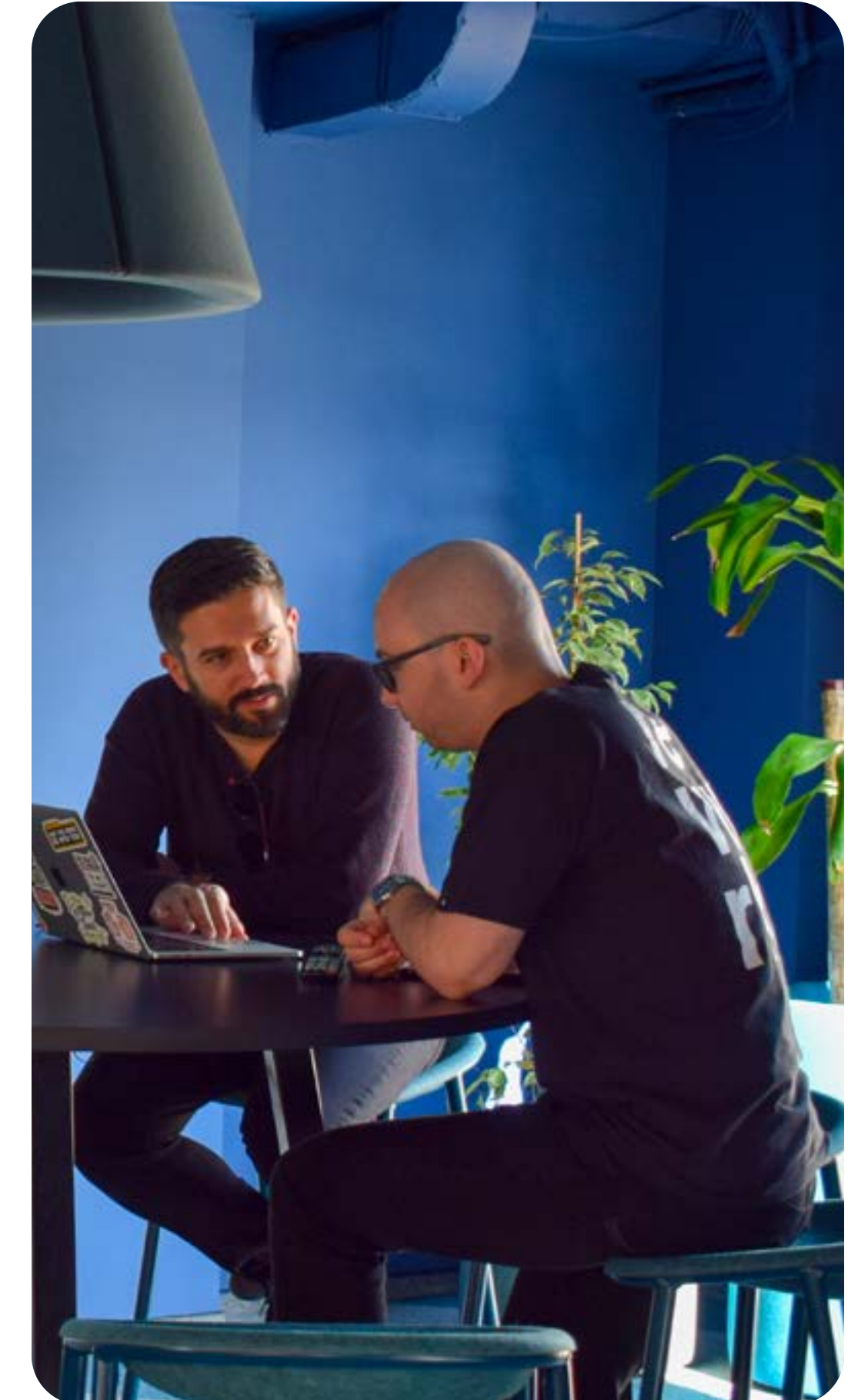
Since 2021, we annually undergo SOC 2 Type II audits to assess our operational effectiveness. In January 2023, we successfully achieved for the second year running, our **SOC 2 Type II** attestation for software development and 'Run by Endava' operations. This achievement further exemplifies our commitment to the most rigorous controls to ensure data security, availability and confidentiality.

The trust services criteria, developed by the American Institute of Certified Public Accountants (AICPA), are considered 'gold standards' for assessing service provider security.

We continue to expand the certification of our Information Security Management System (ISMS) to ISO 27001 for all our delivery locations and activities. Successfully maintaining and extending the **ISO 27001** attests to our robust security practices, comprehensive risk management approach, and continuous improvement efforts. The certification confirms our ability to mitigate risks, prevent unauthorised access, and maintain the confidentiality, integrity and availability of data.

In December 2022, we successfully passed the external audit and maintained for another three years the Trusted Information Security Assessment Exchange (TISAX) certification for one of our offices based in Germany. The TISAX certification is rigorous and an internationally recognised standard for data security in the automotive industry.

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





# Business continuity

Endava's resilience is rooted in our people, locations and agility, in addition to our investment in tools and processes. We choose our global delivery locations based on both the local technical talent and infrastructure, as well as our belief in the power of small, autonomous, empowered teams working closely with customers in a highly distributed fashion.

As a distributed company, we deliver our services from multiple locations without compromising on quality. This means every delivery location has the tools and processes it needs, including secure infrastructure, laptops and cloud-based tools, to enable an effective service delivery.

Our **Business Continuity strategy** is set up to address the unique challenges associated with our hybrid work model. The flexibility and agility of hybrid work requires a comprehensive approach to risk assessment and mitigation. We conduct ongoing thorough assessments to identify potential risks that may disrupt our operations in both remote and office-based locations. These risks encompass a wide range of factors, including infrastructure disruptions due to man-made or natural disasters and security threats associated, for example, with the Ukraine military conflict.

## Ukraine military conflict risk assessment and mitigation

The Board of Directors, through the Risk Committee and Controls and Policy Committee, closely monitor the situation and ensure mitigating actions are in place relating to the military conflict in Ukraine. Endava is not directly impacted by this military conflict as we have no business or people in Russia, Belarus or Ukraine. We have operations in Poland, Moldova and Romania all of which border western Ukraine.

We have an established Business Continuity Management System (BCMS), in line with the international standard for business continuity, ISO 22301:2019. We built a framework for Business Continuity Management that requires the development of specific plans for the various delivery locations and IT Systems to cope with significant disaster events. Our plans cover a wide variety of impact scenarios, and we believe we are well prepared for potential disruptions.

## Resilience and recovery

Technology infrastructure plays a pivotal role in maintaining business continuity in challenging environments. We invested in redundant systems, advanced data protection mechanisms, and secure connectivity solutions. Our technology infrastructure is designed to withstand disruptions and maintain the integrity and availability of critical applications and data. We regularly assess and enhance our infrastructure to align with emerging threats and ensure our ability to adapt swiftly to changing circumstances.

In FY2023, we recorded the following disruptions to our customer-facing services:

- performance issues related to managed services: 61;
- service disruptions: 86; and
- total days of customer downtime: 6.97.

In FY2023, we achieved an average uptime of 99.5%. This includes unplanned outages only, as the planned downtime is part of the maintenance process. Endava is a cloud-oriented company with the main platforms in the cloud: Microsoft (Office365, Azure), Oracle (Fusion, HCM, EPM modules), and ServiceNow. Also, almost all Team Tools standards used by our disciplines for productivity purposes are cloud-based services.

As of June 30, 2023 the total number of licenses or subscriptions was 171,723, out of which 82% are cloud-based.

## Stakeholder communication and engagement

Communication is paramount during times of disruption, and we established robust communication channels to facilitate seamless collaboration and information sharing among our people. We leverage various technologies, such as video conferencing, instant messaging platforms, and project management tools, to ensure effective communication and coordination across teams, regardless of their physical location. Our key people are regularly updated on business continuity protocols, emergency procedures, and any relevant changes to ensure they are well-informed and can respond appropriately during disruptions.

## Continuous improvement

As a company committed to sustainability, our focus on Business Continuity in the context of hybrid work underscores our dedication to our people and to uninterrupted service delivery. We intend to continue to evolve our strategies by leveraging technological advancements to ensure we remain resilient in the face of disruptions and contribute to a sustainable and resilient future.



# Environmental Impact

**We care deeply about our impact in the world** and we follow sound environmental practices to help reduce our environmental footprint.





# Environmental Impact

“We believe environmental transparency is crucial for a sustainable future and we are committed to playing our part in accelerating climate action. We encourage Endavans to go greener and we engage with the business communities in which we operate to find effective solutions together.”



**Mark Thurston,**  
Chief Financial Officer

As a company, our focus is on achieving net zero emissions from our organisation and value chain, accelerating our [environmental journey](#).

We are focused on improving resource efficiency, and we are working towards our commitment to set near-term and net zero greenhouse gas emissions reduction targets following SBTi’s Net Zero Standard.

We continue to focus on the processes that will allow us to achieve our environmental aim and ambitions and we expect to have our targets set by 2024. We are also engaging with our partners, suppliers and local communities to identify emission reduction opportunities and pathways to preventing pollution.

# Highlights from 2023

**52%**

of Endavans in locations with ISO 14001-certified Environmental Management System (EMS)

**~10%**

of Green House Gas (GHG) emissions generated from own operations

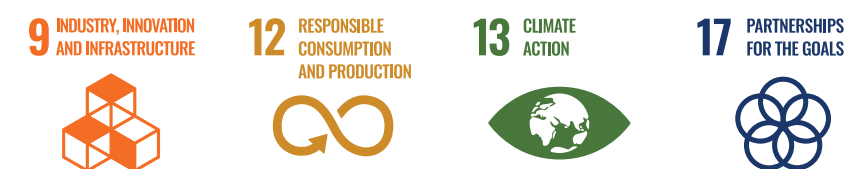
**2.74 tCO<sub>2</sub>e**

per employee (Scope 1, 2 and 3)

**4.06 tCO<sub>2</sub>e**

per £m revenue (Scope 1 and 2)

## Contributing to the Sustainable Development Goals





# Climate related risks and opportunities

We are aware of risks and opportunities posed by environmental challenges including, but not limited to climate change. To manage such risks and harness opportunities, we have established a governance structure, including an Environmental Reporting Steering Committee, and both the Board and the Executive Team are responsible for assessing and managing climate-related issues, as presented in the [Governance and Oversight](#) section.



Our Environmental Reporting Steering Committee is a management level body responsible for managing day-to-day activities related to Endava's environmental performance and mitigating environment and climate-related risks. This committee meets on a monthly basis and discusses and signs off on processes, controls and strategy as well as on environmental reporting methodology. It is also responsible for providing regular updates to the Endava Board. The Committee includes senior management from across Endava, including the CFO, Group General Counsel and Head of ESG.

Endava's management applies a risk management framework which it uses to monitor business unit risks and further identify corporate-level risks. The framework is used by all management in Endava to identify areas where risk has been identified and where management may be required to act. Each of our business units identifies the risks associated with that unit and implements internal control procedures to mitigate and exercise control over those risks in accordance with the laws and regulations in the country where they operate.

During FY2023, we have started the process of reviewing our existing risk management framework, in order to integrate the identification,

assessment and management of climate-related risks and opportunities. This work is currently in the early stages, and we are continuing to finalise our full assessment of the principal climate-related risks and opportunities arising in connection with our operations.

While we are continuing to work to formalise our climate assessment processes, certain climate-related risks are common to the industry in which we operate. A key risk we have identified as a priority matter in the short to medium-term (0 to 4 years) is the risk of failure to comply with regulatory, societal and investor expectations of corporate and environmental sustainability, such as climate change and social responsibility.

We are committed to optimising our corporate and environmental sustainability performance (including climate change and social responsibility) through our We Care approach and integrating sustainability considerations into our business strategies. We continually increase engagement through training programmes to promote sustainable behaviours in the organisation globally.

While we have not undertaken a formal risk assessment of our physical climate risk vulnerabilities, we recognise that our own facilities

and customers may be exposed to acute and chronic physical climate risks and that this may impact our business. To mitigate this risk, we have already put in place a range of measures to preserve and protect natural resources and promote sustainability within our workplaces including environmental sustainability checklists for new and existing office buildings and the rolling-out of the Environmental Management System across Endava.

The potential impacts of these risks include the requirements for additional administrative structures to handle and measure environmental impact, and associated implementation costs. Management's response and mitigating plans that are currently in place include building on our current environmental position, and our short term priority of reducing our carbon footprint, including setting our net-zero targets in 2024. Associated with these net-zero targets may also be the reputational risk that could arise in the instance that we fail to meet the net-zero targets we set.

As we continue to advance on our sustainability journey, we are committed to completing our assessment of climate-related risks and opportunities, and also to the introduction of a comprehensive climate-related risk management process, during FY2024.



Our climate-related financial disclosures will evolve over time as we enhance our management of climate-related risks and as advancements are made in the maturity of our climate-related financial disclosures. We will continue to develop and provide further disclosure on:

- the actual and potential climate-related risks and opportunities on the business model and strategy of our company;
- an analysis of the resilience of the business model and strategy of our company, taking into account different climate-related scenarios;
- a description of the targets used to manage climate-related risks and to realise climate-related opportunities; or
- the key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities.

We are proud to have disclosed our climate data through CDP in September 2022, along with 18,700+ companies.

The Endava Board is focused on ensuring we deliver on our environmental agenda. As a priority we are working on:

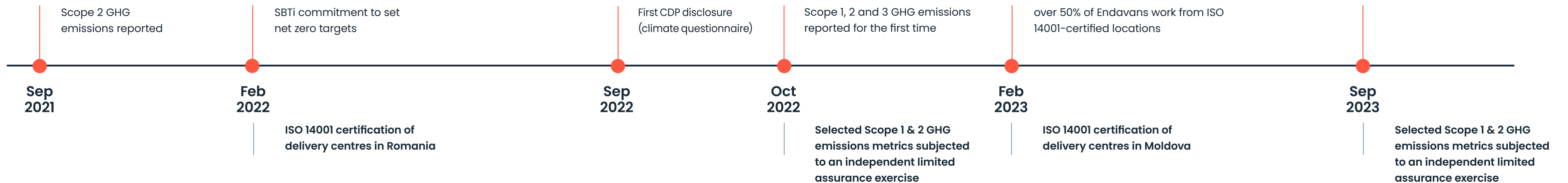
- Reducing our environmental footprint – notably how many resources we consume and how much pollution we cause;
- Increasing resource use efficiency in its various forms;
- Supporting and engaging in beyond value chain mitigation actions;
- Assessing environmental risks and the exposure to these risks;
- Building the resilience of our business to climate change impacts under different GHG emissions scenarios;

- Assessing, acting upon and innovating to seize environmental opportunities on an ongoing basis; and
- Creating the necessary conditions for all Endavans to be proactive in maintaining and further developing our company’s environmental policy.

As the Directors of Endava we confirm that we are responsible for the environmental information presented in the ‘We Care’ Sustainability Report for the year ended 30th June 2023. The Environmental Steering Committee supported us in the preparation of the greenhouse gas emissions data. We confirm that we have oversight over the Environmental Steering Committee that:

- designed, implemented and maintained internal controls and processes over information relevant to the measurement, evaluation and preparation of the selected ESG performance metrics that is free from material misstatement, whether due to fraud or error;
- established objective reporting criteria for preparing and presenting the selected ESG performance metrics, including clear definition of the entity’s organisational boundaries, and applied them consistently;
- presented information, including the reporting criteria, in a manner that provides relevant, complete, reliable, unbiased/neutral, comparable and understandable information;
- reported the selected ESG performance metrics in accordance with the reporting criteria.

### 3-year environmental journey





# Journey to Net Zero

“We are well aware of the importance and urgency of climate action, and Endava has keenly taken on the role it has to play in this regard. To achieve our aim, we are initially focusing on measuring our greenhouse gas (GHG) emissions and our resource use efficiency, on sustainable procurement and decarbonisation of our supply chain. We are aware that it is not going to be an easy journey, but we are convinced that it is an imperative one, and that progress is more important than perfection.”



**Natalia Ciobanu,**  
Group Environmental Manager

Building on our current environmental position, in the short term we have prioritised reducing our carbon footprint. In February 2022, we signed a commitment letter to the Science Based Targets initiative (SBTi) – a cornerstone of corporate climate action.

During FY2023, we have focused on further improving our processes in and procedures in relation to calculating our GHG emissions and have completed a more comprehensive accounting of our Scope 1, 2 and 3 emissions. A detailed breakdown of emissions is available in [Appendix 3.1](#). We will use 2023 as our baseline year for GHG accounting to set our targets for GHG emission reduction, which we expect to set in 2024. To ensure year-on-year comparisons of our performance, we have partially restated our Global Scope 1, 2 and 3 2022 balances, in line with the restatement policy described in our Methodology Document. The restatement was required to reflect updates and improvements to our calculation methodology during the year, including updated emission factors in order to make the data as comparable between years as possible. Our methodology for accounting and reporting GHG emissions is aligned with 2013 UK Government environmental reporting guidance (Chapter 2) and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition).

In addition to our own internal processes and governance, Endava has commissioned independent third-party assurance on selected Global GHG emission metrics. PricewaterhouseCoopers LLP (“PwC”) conducted a limited assurance engagement on selected Global GHG emissions data for the year ended 30 June 2023 in accordance with International Standard on Assurance Engagements 3000 (Revised) and the International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board. A [copy of PwC’s report](#) is on our website along with our calculation [methodology](#). The selected figures that have been covered by this assurance process are indicated by the symbol “@” next to the figure in the summary [GHG emission table](#).

We have adopted an ‘operational control’ approach to define the organisational boundary. This includes all sources of emissions over which Endava has the authority to introduce and implement operating policies at the operation. This includes all subsidiaries 100% owned by Endava. We calculate our GHG emissions through the collection of primary data or the calculation of estimated data (where primary data is not available), and

converting the data into the associated GHG emissions using relevant conversion factors and emission factors. We have used a series of emission factors corresponding to different emission sources and types of data collected.

For specific details on how we report our GHG emissions please refer to our [Greenhouse Gas \(‘GHG’\) Reporting Principles and Methodologies Reporting Period 1st July 2022 to 30th June 2023](#) document, available on our website.

We aim to collect as much primary data as possible for our GHG emissions calculations. Our 2023 primary data coverage for combined Scope 1 and 2 emissions was 65% (calculated as the percentage of Global Scope 1 and 2 market-based GHG emissions (excluding fugitive emissions) derived from primary consumption data). Increased levels of primary data collection continues to be a key area that we endeavour to improve on for our 2024 reporting period. For the 2024 reporting period, we are implementing a quarterly data collection and review process and will also provide further training to our teams involved in the data collection process to help improve in this area.



# Total GHG emissions

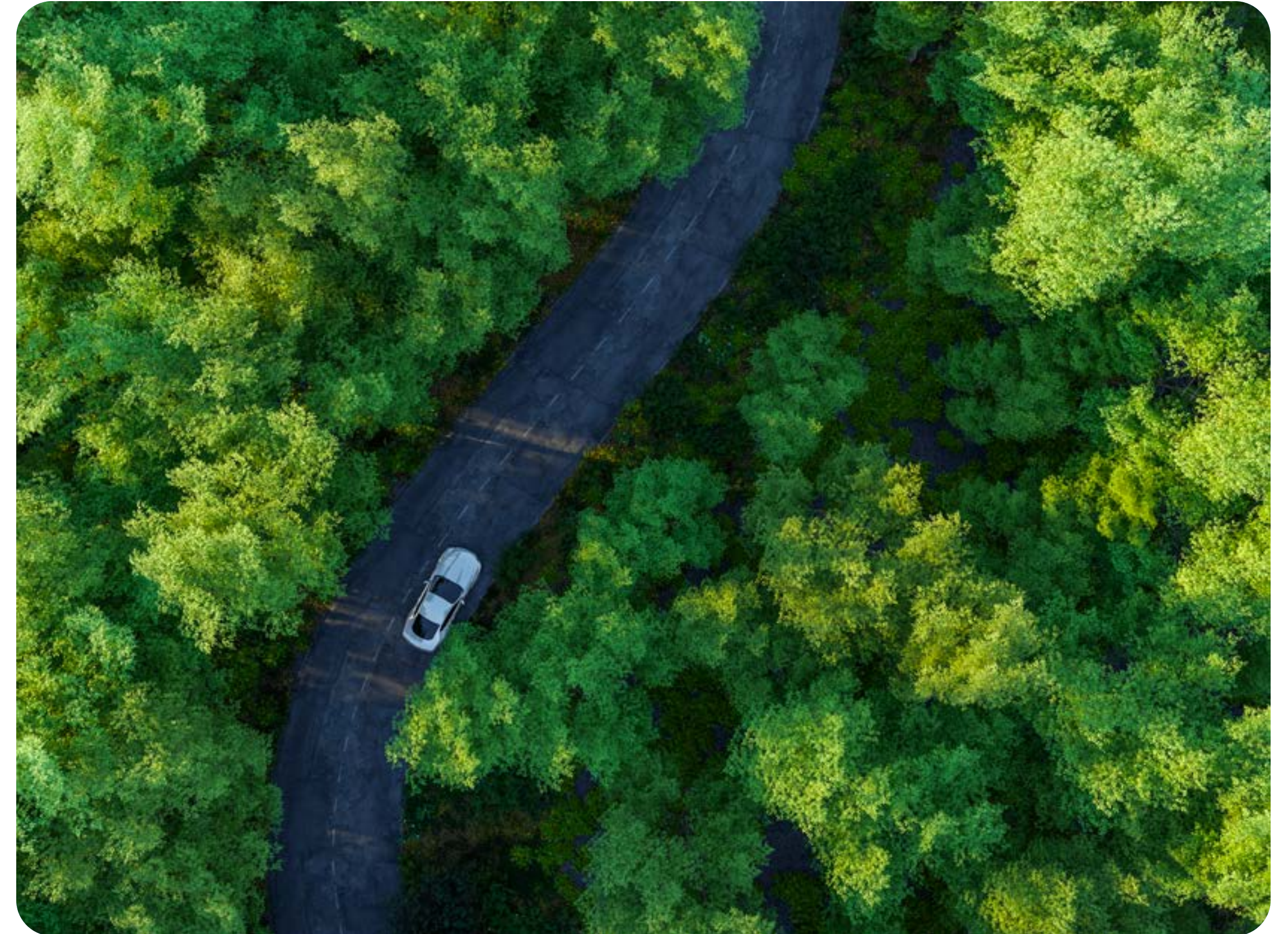
Scope 1 and Scope 2 emissions, which make up approximately 10% of our total carbon footprint for the year ended 30 June 2023, are produced through our own operations either directly (through use of heating systems and use of conventional cars that are part of our fleet, based on fossil fuels), or indirectly (through purchased electricity, district heating and electric cars that are part of our fleet).

Global Scope 1 emissions (excluding fugitive emissions from refrigerants) have decreased by 17% in the year ended 30 June 2023, from 942 tCO<sub>2</sub>e to 779 tCO<sub>2</sub>e.

Global Scope 2 market-based emissions have decreased by 12% in the year ended 30 June 2023, from 2,770 tCO<sub>2</sub>e to 2,447 tCO<sub>2</sub>e, and Global Scope 2 location-based emissions have decreased by 14% in the year ended 30 June 2023, from 2,555 tCO<sub>2</sub>e to 2,191 tCO<sub>2</sub>e. In the short term, we plan to minimise these as a priority by reducing our dependence on fossil fuels and increasing the share of renewables in our operations.

Direct comparison of Global Scope 3 emissions against the prior year cannot be made, due to the lack of reliable information for certain categories of Scope 3 in the prior year, as explained in [Appendix 3.1](#), Table 1 and the associated footnotes.

Our analysis of our Scope 3 emissions shows that like other companies, the main contributor to Endava's carbon footprint (approximately 90% for the year ended 30 June 2023) is our supply chain. To this end, we have already begun the process of engaging with our suppliers to identify emission reduction opportunities and the partnerships that will be required to support them. Other notable sources are commuting and home office of Endavans, and business travel. We will continue to encourage more mindful and environmentally friendly alternatives for working and travelling.



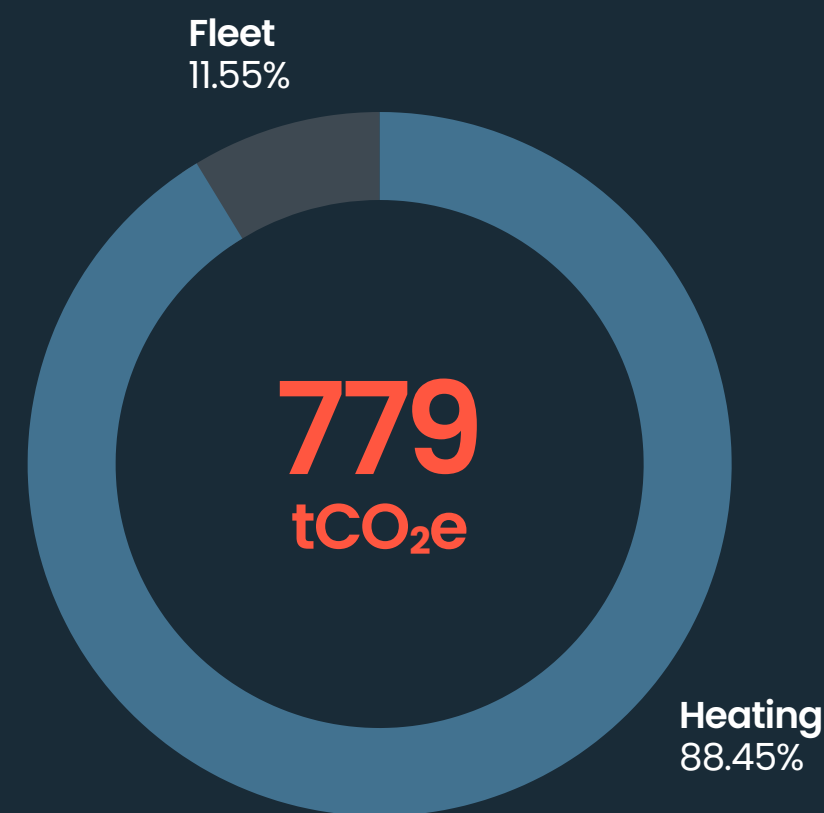


**10%** Direct (Scope 1) GHG emissions  
Indirect (Scope 2) GHG emissions

Other indirect (Scope 3) emissions **90%**

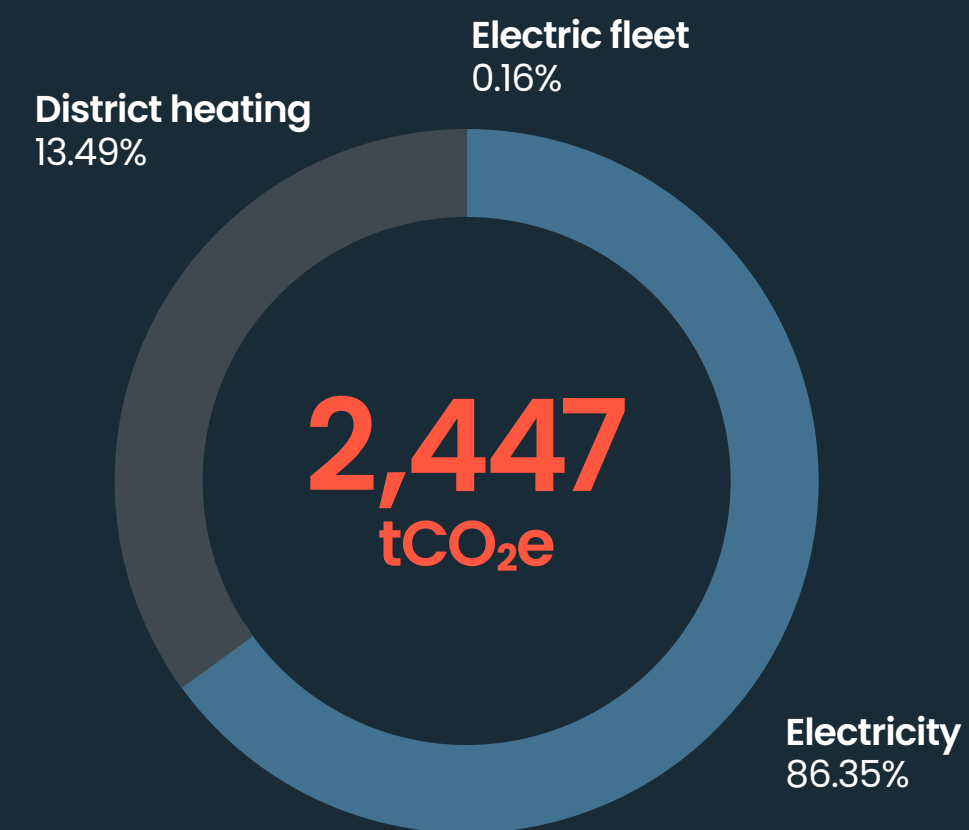
**2.5%** Scope 1  
**7.5%** Scope 2

Total Global Scope 1\*  
GHG Emissions tCO<sub>2</sub>e (Direct)



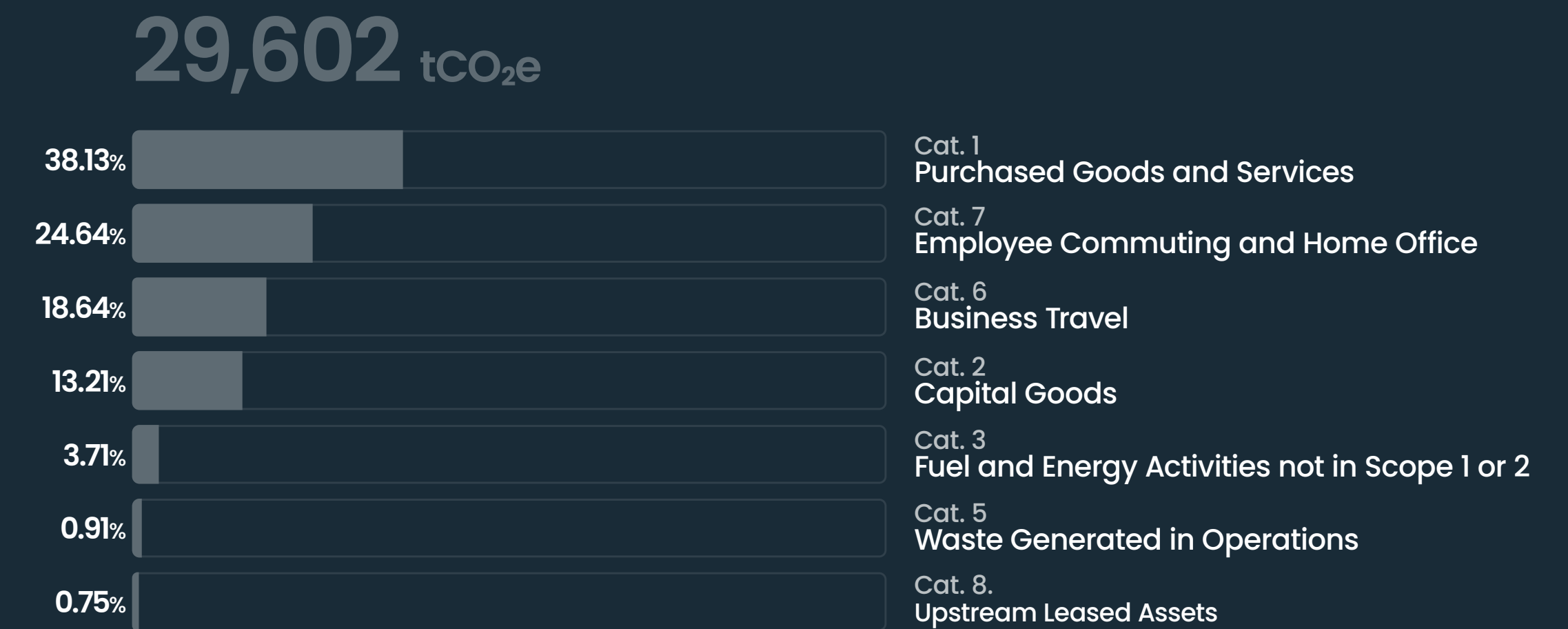
\*excluding fugitive emissions from refrigerants

Global Market based Scope 2  
GHG Emissions tCO<sub>2</sub>e (Indirect)



≥ 50% is based on the grid

Other indirect (Scope 3) emissions



Emission Intensity  
(Scope 1+2)/Endavan

**0.27 tCO<sub>2</sub>e**

Emission Intensity  
(Scope 1+2)/million GBP revenue

**4.06 tCO<sub>2</sub>e**

Total GHG emissions

**32,828 tCO<sub>2</sub>e**

Total GHG emissions/Endavan

**2.74 tCO<sub>2</sub>e**

For specific details on how we report our GHG emissions please refer to the [Greenhouse Gas Reporting Principles and Methodologies Reporting Period 1st July 2022 to 30th June 2023](#).



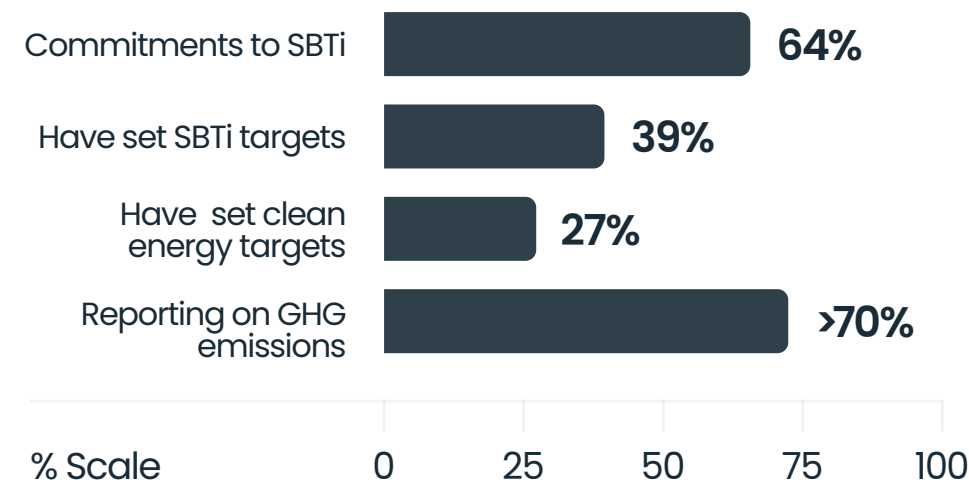
# Supply Chain contribution to Scope 3

We understand the significant impact our supply chain plays in our carbon and environmental footprint.

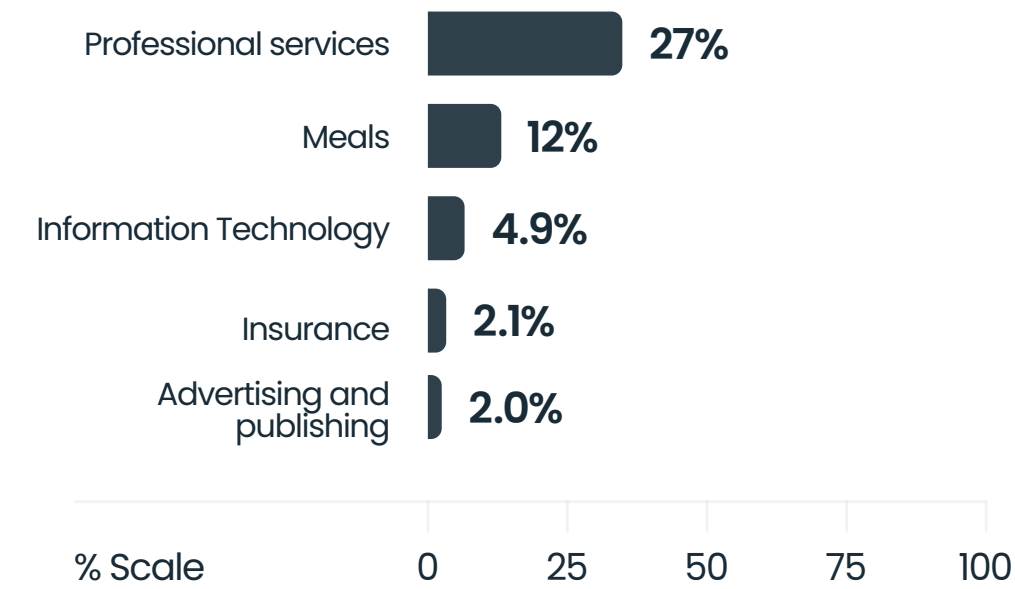
We are in the process of mapping out where our suppliers stand in their own environmental journey by looking at their disclosures to [CDP](#) and their commitments to [SBTi](#).

We are prioritising strategic suppliers with whom we expect to spend in excess of £100,000 annually and those with a significant impact on our operations such as strategic partnerships.

We have identified suppliers that have a climate programme in place. They are responsible for 13% of our Scope 3 footprint, out of which:



## Procurement categories generating the highest GHG emissions



For strategic suppliers of standardised IT equipment and software, we have in place an **annual performance evaluation** which for environmental aspects covers:

- the existence of a third-party certified EMS;
- accounting and reporting of GHG emissions;
- setting of science-based GHG emissions reduction targets;
- policies and practices to prevent the use of conflict minerals, to minimise the use of rare earth elements (REE), and to increase the use of reusable and recycled materials in their supply chain; and
- provision of return or buy-back schemes for electric and electronic equipment (EEE) or waste from such equipment (WEEE).

## Engaging with our suppliers

### Softcat

SoftCat, a leading provider of IT infrastructure to corporate and public sectors, is one of our strategic IT suppliers we have engaged with on understanding how we can jointly drive down emissions.

“It was the first time I’ve had such a call with a customer and I am excited by the opportunity to create a real partnership in this area between Endava and Softcat!”

**James Morgan,**  
Client Director, Softcat

### Lufthansa

The Lufthansa Group is involved in several projects to accelerate the development and industrialisation of the next generation of Sustainable Aviation Fuel (SAF), a genuine alternative to fossil aviation fuel and essential for the aviation energy transition.

As part of Lufthansa’s Partner Plus Benefit programme, we have received an Emission Mitigation Certificate for supporting the purchase of 2,620 kg of Sustainable Aviation Fuel (SAF) resulting in an emission mitigation of at least 7,832 kg CO<sub>2</sub> equivalents in comparison to conventional (fossil) aviation fuel.



# Managing our footprint

In FY2023, we have continued to deliver on our commitment to integrate environmental considerations into our working environment, our business processes and our communities to assist with our aim of lowering our environmental footprint everywhere we operate. We strive to reduce our environmental footprint and to continuously improve on how efficiently we consume the resources we procure. To reduce our footprint, we work to improve the accounting and monitoring of our consumption of natural resources, while also striving to minimise consumption and pollution in their various forms: decrease the intake of energy sourced from fossil fuels and of non-recyclable, polluting materials, as well as the output of pollution: GHG emissions, waste, and energy/heat loss.

In FY2023, we have consumed an estimated total of **9,768 MWh** of energy, of which **5,036 MWh** as electricity.

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

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

## Making progress on ISO 14001 certification

We have continued to roll out our Environmental Management System. In the year ended 30 June 2023 the ISO 14001 certification of our Romanian delivery centres was renewed. Additionally, our delivery centres in Moldova received their first ISO 14001:2015 certification. In the year ended 30 June 2023 we had 11 locations with ISO 14001 certification compared to seven in FY2022. In the year ended 30 June 2023 52% of Endavans worked in an ISO 14001 certified locations compared to 41% in the year ended 30 June 2022.





# Engaging our people in environmental activity

To support all Endavans on their own environmental journeys, we organised a Go Green Community to allow our people to engage in conversations and joint actions.

The Go Green Community also allows Endavans to contribute new ideas and initiatives to improve our environmental performance locally, regionally and globally.

## Endava's Green Champions

We continue to provide educational resources through training sessions and programmes including Endava Eco Challenge, Endava Reads, Endava University and Masterclasses. In FY2023, we focused on training and awareness sessions for Endavans on topics such as recycling and climate action. We organised targeted standards training for all office, facilities, real estate and finance managers. This included requirements and processes on GHG accounting and environmental reporting.

In Romania, in FY2023, Endavans registered 145 hours of Sustainability School webinars focused on ESG topics. Sustainability School is an education programme focused on sustainable management organised for employees of companies that are members of the Romanian Sustainability Embassy.

In May 2023, due to our people's interest in sustainability webinars, we received an award for the highest number of attendees joining a live session.



As we focus on achieving net zero emissions for our organisation and value chain, several local initiatives were implemented across different locations.

## Walking the talk in our offices

In Iasi, Romania, we are offering free electric vehicle (EV) charging to all Endavans as a means of promoting clean energy to power their commute.

In Slovenia, we teamed up with one of our clients to upgrade our waste management practices by implementing the Bokashi Organko system, which harnesses the power of effective microorganisms to rapidly turn biodegradable waste into compost.

In Buenos Aires, Argentina, we donated unwanted peripherals to the Fundación Equidad, a foundation that recycles and donates unused equipment to schools and charitable organisations.

## Leading the change in our communities

In our second year as a member of Sustainable Romania Coalition, we joined forces with other companies to initiate a Working Group on Decarbonisation. As a founding member of this working group, we started to work with our peers on a resource hub to help all Coalition members with their net zero journey.

In February 2023, we signed the Malaysia Digital Climate Action Plan (MDCAP), an initiative to accelerate the number of commitments made by businesses across the digital economy to reduce the impact of climate change.

## Contributing to our communities

In September 2022, we hosted a workshop on GHG accounting for students of the Babes-Bolyai University's Faculty of Economics and Business Administration in Cluj, Romania. The workshop focused on helping students understand the link between financial accounting and climate action.

In April-May 2023, we shared Endava's experience in managing environmental challenges with high school students in Romania. The discussions focused on waste collection and GHG emission reduction, raising awareness of the challenges.

In Plovdiv, Bulgaria, our colleagues joined 'Real Honey', a programme supporting Bulgarian beekeepers raising awareness on maintaining a healthy ecosystem. The programme involves adopting beehives through a monthly donation, in return for honey from the adopted hives.



# Forward looking statements



This report includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements may be identified by the use of terms and phrases such as ‘believe,’ ‘expect,’ ‘outlook,’ ‘may,’ ‘will,’ and other similar terms and phrases. Such forward-looking statements include, but are not limited to, statements regarding Endava’s sustainability targets, goals, and plans, including SBTi target-setting and supplier engagement plans.



Forward-looking statements involve known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from the results anticipated by these forward-looking statements, including the use of estimates and assumptions, reliance on third-party data, evolving calculation methodologies, and other factors discussed in the ‘Risk Factors’ section of Endava’s Annual Report on Form 20-F for the fiscal year ended June 30, 2023, filed with the SEC on September 19, 2023. The data and metrics included in this report involve the use estimates or approximations and are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The Company believes that the estimates employed

are appropriate and reasonable; however, due to inherent uncertainties in making estimates and assumptions, actual results could differ from the original estimates. In addition, the forward-looking statements included in this report represent Endava’s views and expectations as of the date hereof and are based on information currently available to Endava. Endava anticipates that subsequent events and developments may cause its views to change. Endava specifically disclaims any obligation to update the forward-looking statements in this report except as required by law. These forward-looking statements should not be relied upon as representing Endava’s views as of any date subsequent to the date hereof.

The inclusion of topics in this report should not be interpreted as a characterization regarding the ‘materiality’ of such topics in the context of the U.S. federal securities laws or any other regulatory framework, even where we use words such as ‘material’ or ‘materiality’. Our approach to sustainability reporting is informed by impacts on communities, the environment, and stakeholders such as employees, customers, and suppliers, and, therefore, the inclusion of topics in this reports does not indicate that such topics are material to the Company’s business, operations, or financial condition.

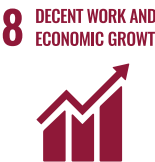


# Appendix 1 – UN SDG Index 2023

SDG	Target	Endava Contribution
 <p><b>2 ZERO HUNGER</b></p>	<p><b>2.1</b> By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>	<p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>» Humanitarian Aid – Thoughtful Together: Endavans joining forces to make a difference <a href="#">p33</a></li> </ul>
 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<p><b>3.4</b> By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p><b>3.8</b> 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> <p><b>3.B</b> Support the research and development of vaccines and medicines for the communicable and noncommunicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all</p>	<p><b>Our People</b></p> <ul style="list-style-type: none"> <li>» Supporting our people's wellbeing <a href="#">p22</a></li> <li>» What we're working on – Family, parenthood &amp; pregnancy <a href="#">p17</a></li> </ul> <p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>» Humanitarian Aid <a href="#">p33</a></li> <li>» Health <a href="#">p34</a></li> </ul> <p><b>Innovation &amp; Data Integrity</b></p> <ul style="list-style-type: none"> <li>» Tech for good – Healthcare <a href="#">p59</a></li> </ul>

SDG	Target	Endava Contribution
 <p><b>4 QUALITY EDUCATION</b></p>	<p><b>4.1</b> By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcome</p> <p><b>4.3</b> By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university</p> <p><b>4.4</b> 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><b>4.5</b> 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><b>4.7</b> By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p> <p><b>4.B</b> By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries</p> <p><b>4.C</b> By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing states</p>	<p><b>Our People</b></p> <ul style="list-style-type: none"> <li>» Learning <a href="#">p13</a></li> <li>» Digital Learning <a href="#">p14</a></li> <li>» Championing Women in tech <a href="#">p20</a></li> </ul> <p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>» STEM Playground <a href="#">p30</a></li> <li>» Education: Access to education <a href="#">p32</a></li> <li>» Education: Endava tech campus <a href="#">p25</a></li> <li>» Tech training: Supporting people with disabilities <a href="#">p28</a></li> <li>» Tech training: Supporting social mobility <a href="#">p29</a></li> </ul>
 <p><b>5 GENDER EQUALITY</b></p>	<p><b>5.1</b> End all forms of discrimination against all women and girls everywhere</p> <p><b>5.2</b> Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p><b>5.5</b> 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><b>5.B</b> Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women</p>	<p><b>Our People</b></p> <ul style="list-style-type: none"> <li>» Diversity, Equity and Inclusion <a href="#">p15</a></li> <li>» Championing Women in tech <a href="#">p20</a></li> </ul> <p><b>Operating Responsibly</b></p> <ul style="list-style-type: none"> <li>» Driving Sustainable Procurement – Modern Slavery <a href="#">p45</a></li> </ul>



SDG	Target	Endava Contribution
 <b>8</b> DECENT WORK AND ECONOMIC GROWTH	<b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	<b>Our People</b> <ul style="list-style-type: none"> <li>» Diversity, Equity and Inclusion <a href="#">p15</a></li> <li>» Championing Women in tech <a href="#">p20</a></li> </ul> <b>Social Impact</b> <ul style="list-style-type: none"> <li>» Education: Endava tech campus <a href="#">p25</a></li> <li>» Education: Access to education <a href="#">p32</a></li> </ul> <b>Operating Responsibly</b> <ul style="list-style-type: none"> <li>» Driving Sustainable Procurement <a href="#">p45</a></li> </ul> <b>Innovation &amp; Data Integrity</b> <ul style="list-style-type: none"> <li>» Case Studies <a href="#">p56</a></li> <li>» Partnerships for Innovation <a href="#">p53</a></li> <li>» Tech for good <a href="#">p59</a></li> </ul>
	<b>8.3</b> Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	
	<b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	
	<b>8.6</b> By 2020, substantially reduce the proportion of youth not in employment, education or training	
	<b>8.7</b> 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	
	<b>8.8</b> Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	
	<b>8.10</b> Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	

SDG	Target	Endava Contribution
 <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	<b>9.4</b> 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	<b>Social Impact</b> <ul style="list-style-type: none"> <li>» Education: Endava Tech Campus <a href="#">p25</a></li> <li>» Education: Access to education <a href="#">p32</a></li> <li>» STEM on tour <a href="#">p28</a></li> <li>» Tech Bootcamp <a href="#">p28</a></li> <li>» Tech academy <a href="#">p28</a></li> <li>» Tech university <a href="#">p29</a></li> <li>» STEM playground <a href="#">p30</a></li> </ul> <b>Innovation &amp; Data Integrity</b> <ul style="list-style-type: none"> <li>» Partnerships for Innovation <a href="#">p53</a></li> <li>» Case studies <a href="#">p56</a></li> <li>» Green software community <a href="#">p52</a></li> </ul> <b>Environmental Impact</b> <ul style="list-style-type: none"> <li>» Engaging with our suppliers <a href="#">p72</a></li> </ul>
	<b>9.5</b> Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	
	<b>9.B</b> Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	
	<b>9.C</b> Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	
 <b>10</b> REDUCED INEQUALITIES	<b>10.2</b> 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	<b>Our People</b> <ul style="list-style-type: none"> <li>» Building a strong culture <a href="#">p10</a></li> <li>» Diversity, Equity and Inclusion <a href="#">p15</a></li> <li>» Championing women in tech <a href="#">p20</a></li> </ul> <b>Social Impact</b> <ul style="list-style-type: none"> <li>» Tech academy <a href="#">p28</a></li> <li>» Education: Endava tech campus <a href="#">p25</a></li> <li>» Education: Access to education <a href="#">p32</a></li> <li>» Humanitarian Aid <a href="#">p33</a></li> <li>» Health <a href="#">p34</a></li> </ul> <b>Operating Responsibly</b> <ul style="list-style-type: none"> <li>» Integrity and ethics <a href="#">p38</a></li> <li>» Driving sustainable procurement <a href="#">p45</a></li> </ul>
	<b>10.3</b> 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	
	<b>10.4</b> Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	



SDG	Target	Endava Contribution
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p><b>12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources</p> <p><b>12.4</b> By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p><b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p><b>12.6</b> Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p><b>12.8</b> By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p>	<p><b>Operating Responsibly</b></p> <ul style="list-style-type: none"> <li>» Driving sustainable procurement <a href="#">p45</a></li> </ul> <p><b>Innovation &amp; Data Integrity</b></p> <ul style="list-style-type: none"> <li>» Tech for good – Healthcare <a href="#">p59</a></li> <li>» Green Software Community <a href="#">p52</a></li> </ul> <p><b>Environmental Impact</b></p> <ul style="list-style-type: none"> <li>» GHG Emissions Tables <a href="#">Appendix 1</a></li> <li>» Supply Chain contribution to Scope 3 <a href="#">p72</a></li> <li>» Managing our footprint <a href="#">p73</a></li> <li>» Engaging our people in environmental activity <a href="#">p74</a></li> </ul>
	<p><b>13.3</b> Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p><b>Environmental Impact</b></p> <ul style="list-style-type: none"> <li>» Environmental Climate related risks and opportunities <a href="#">p67</a></li> <li>» Engaging our people in environmental activity <a href="#">p74</a></li> </ul>
	<p><b>16.2</b> End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p><b>16.3</b> Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p><b>16.5</b> Substantially reduce corruption and bribery in all their forms</p> <p><b>16.6</b> Develop effective, accountable and transparent institutions at all levels</p> <p><b>16.7</b> Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p><b>16.10</b> Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p> <p><b>16.B</b> Promote and enforce non-discriminatory laws and policies for sustainable development</p>	<p><b>Introduction</b> – We Care is our approach to sustainability – Governance and Oversight <a href="#">p5</a></p> <p><b>Our People</b></p> <ul style="list-style-type: none"> <li>» Learning <a href="#">p13</a></li> <li>» Diversity, equity and inclusion <a href="#">p15</a></li> </ul> <p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>» Education: Endava tech campus <a href="#">p25</a></li> <li>» Education: Access to education <a href="#">p32</a></li> </ul> <p><b>Operating Responsibly</b></p> <ul style="list-style-type: none"> <li>» Integrity and ethics <a href="#">p38</a></li> <li>» Corporate Governance <a href="#">p42</a></li> <li>» Driving sustainable procurement <a href="#">p45</a></li> </ul> <p><b>Innovation &amp; Data Integrity</b></p> <ul style="list-style-type: none"> <li>» Case studies – Pharma <a href="#">p56</a></li> <li>» Business Continuity <a href="#">p64</a></li> </ul>

SDG	Target	Endava Contribution
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p><b>17.16</b> 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> <p><b>17.17</b> Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p><b>Our People</b></p> <ul style="list-style-type: none"> <li>» Digital Learning <a href="#">p14</a></li> <li>» Supporting our people's wellbeing <a href="#">p22</a></li> </ul> <p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>» Education: Endava Tech Campus <a href="#">p25</a></li> <li>» Education: Access to education <a href="#">p32</a></li> <li>» Humanitarian Aid <a href="#">p33</a></li> <li>» Health <a href="#">p34</a></li> </ul> <p><b>Operating Responsibly</b></p> <ul style="list-style-type: none"> <li>» Speak Up Safely <a href="#">p38</a></li> <li>» Driving sustainable procurement <a href="#">p45</a></li> </ul> <p><b>Innovation &amp; Data Integrity</b></p> <ul style="list-style-type: none"> <li>» Innovation Community <a href="#">p50</a></li> <li>» Green Software Community <a href="#">p52</a></li> <li>» Partnerships for innovation <a href="#">p53</a></li> <li>» Leveraging the power of data and AI <a href="#">p54</a></li> <li>» Tech for good <a href="#">p59</a></li> </ul> <p><b>Environmental Impact</b></p> <ul style="list-style-type: none"> <li>» Supply Chain contribution to Scope 3 <a href="#">p72</a></li> <li>» Engaging our people in environmental activity <a href="#">p74</a></li> </ul>



## Appendix 2 – SASB Index 2023: Software and IT Services Standard 2018

Topic	Area	Code	Accounting Metric	Unit of Measure	Reference/Page Number
Environmental Footprint of Hardware Infrastructure	Energy Management	TC-SI-130a.1	Total energy consumed	Gigajoules (GJ)	Environmental Impact - Managing our footprint <a href="#">p73</a>
			Percentage grid electricity	Percentage (%)	
			Percentage Renewable	N/A	
	Water Management	TC-SI-130a.2	Total water withdrawn	Thousand cubic meters (m3)	Data not currently disclosed at group level
			Total water consumed	Thousand cubic meters (m3)	
			Total water consumed percentage by regions with High or Extremely High Baseline Water Stress	Percentage (%)	
Data Privacy and Freedom of Expression	Data Privacy	TC-SI-220a.2	Number of users whose information is used for secondary purposes	Count	Innovation & Data Integrity - Data Privacy <a href="#">p60</a>
		TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Reporting Currency	
		TC-SI-220a.4	Number of law enforcement requests for user information	Count	
			Number of users whose information was requested	Count	
			Percentage resulting in disclosure	Percentage (%)	
		TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	N/A	
		TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	N/A	
Data Security	Data Security	TC-SI-230a.1	Number of data breaches	Count	Innovation & Data Integrity - Cyber Security <a href="#">p61</a>
			Percentage involving personally identifiable information (PII)	Percentage (%)	
			Number of users affected	Count	
		TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	N/A	
Recruiting and Managing a Global Diverse and Skilled Workforce	Global Mobility	TC-SI-330a.1	Percentage of employees that are foreign nationals	Percentage (%)	Operating Responsibly - Best practices in labour relations <a href="#">p39</a>
			Percentage of employees that are located offshore	Percentage (%)	
	Employee Engagement	TC-SI-330a.2	Employee engagement as a percentage		Data not currently disclosed at group level
	Diversity Stats	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for Management	Percentage (%)	Our People - Endava is all of us <a href="#">p16</a>
			Percentage of gender and racial/ethnic group representation for technical staff	Percentage (%)	
			Percentage of gender and racial/ethnic group representation for all other employees	Percentage (%)	
Managing Systemic Risks from Technology Disruptions	Technology	TC-SI-550a.1	Number of performance issues	Count	Innovation & Data Integrity - Business Continuity <a href="#">p64</a>
			Number of service disruptions	Count	
			Total customer downtime	Number in Days	
	Business Continuity	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	N/A	
Activity Metrics	Technology	TC-SI-000.A	Number of licenses or subscriptions	Count	Data not currently disclosed at group level
			Number of licenses or subscriptions cloudbased	Percentage (%)	
		TC-SI-000.B	Data processing capacity	Million Service Units (MSUs) or other	
			Data processing capacity outsourced	Percentage (%)	
		TC-SI-000.C	Amount of data storage	Number - Petabytes	
			Amount of data storage outsourced	Percentage (%)	
Intellectual Property Protection & Competitive Behavior	Intellectual Property	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Reporting Currency	Innovation & Data Integrity - Data Privacy <a href="#">p60</a>



## Appendix 3.1 – Greenhouse Gas (GHG) Emissions Data – Global Operations

Table 1: Global GHG emissions (tonnes of CO<sub>2</sub> equivalent)

	FY2023	FY2022 Restated <sup>1</sup>	FY2022
<b>Total CO<sub>2</sub>e Emissions (market-based)</b>	<b>32,828</b>	<b>28,316 R</b>	<b>39,315</b>
Total CO <sub>2</sub> e Emissions (location-based)	32,572	28,101 R	39,102
<b>Emissions from Own Operations (Scope 1 and 2, market-based)</b>	<b>3,226</b>	<b>3,712 R</b>	<b>3,551</b>
Emissions from Own Operations (Scope 1 and 2, location-based)	2,970	3,497 R	3,338
<b>Total Global Scope 1 GHG Emissions tCO<sub>2</sub>e<sup>2,3</sup></b>	<b>779 @</b>	<b>942 R</b>	<b>1,019</b>
Heating	689	798 R	947
Fleet	90	144 R	72
<b>Total Global Market based Scope 2 GHG Emissions tCO<sub>2</sub>e<sup>3</sup></b>	<b>2,447 @</b>	<b>2,770 R</b>	<b>2,532</b>
<b>Total Global Location based Scope 2 GHG Emissions tCO<sub>2</sub>e<sup>3</sup></b>	<b>2,191 @</b>	<b>2,555 R</b>	<b>2,319</b>
Electricity (market-based)	2,113	2,525	2,525
Electricity (location-based)	1,859	2,312	2,312
District Heating	330	241 R	-
Fleet (market-based)	4	4 R	7
Fleet (location-based)	2	2 R	7
<b>Total Global Scope 3 GHG Emissions tCO<sub>2</sub>e<sup>4</sup></b>	<b>29,602</b>	<b>24,604 R</b>	<b>35,764</b>
Cat. 1. Purchased Goods and Services	11,288	11,844 R	11,577
Cat. 2. Capital Goods	3,911	3,092 R	13,062
Cat. 3. Fuel and Energy Activities not in Scope 1 or 2	1,098	1,303 R	324
Cat. 5. Waste Generated in Operations	269	29	29
Cat. 6. Business Travel	5,519	3,229 R	2,110
Cat. 7. Employee Commuting and Home Office	7,295	5,006	5,006
Cat. 8. Upstream Leased Assets	222	101 R	3,549
Cat. 13. Downstream leased assets (buildings)	-	- R	107

<sup>1</sup> FY2022 balances have been partially restated due to a change in methodology. The figures that have been restated are indicated in the table to the left by the letter R. Due to limited reliable data availability, FY2022 balances for Scope 3 Cat.5, Scope 3. Cat.7 have not been restated, therefore any comparisons of FY2023 and FY2022 figures for these categories, for Total Global Scope 3 balances, and for Total CO<sub>2</sub>e Emissions cannot be accurately made.

<sup>2</sup> Total Global Scope 1 GHG Emissions reported in the table to the left excludes fugitive emissions, due to a lack of sufficient primary data. In FY2023, 20% primary data was collected, which was used to produce an estimated fugitive emissions calculation of 445 tCO<sub>2</sub>e for the total business if extrapolated across remaining sites. Estimated amounts were calculated based on the average emissions per square meter of sites where primary data was available. The estimated figure indicates that fugitive emissions could be a material component of Global Scope 1 Emissions. However, the estimation technique used for FY2023 is unlikely to be an accurate proxy for this type of emission, hence the exclusion of this figure from the amounts reported above. Remediation of this exclusion will be a priority matter for FY2024 reporting.

<sup>3</sup> PwC carried out a limited assurance engagement on selected Global GHG Emissions data for the year ended 30 June 2023 in accordance with International Standard on Assurance Engagements 3000 (revised) and 3410, issued by the International Auditing and Assurance Standards Board. The figures that have been covered by this assurance process are indicated in the table to the left by the following symbol: "@". A copy of [PwC's report](#) and [our methodology](#) is available via our website.

<sup>4</sup> All categories (1 to 15) of Scope 3 emissions have been considered in our reporting for FY2023 and FY2022. Any Scope 3 categories for which no data is provided in the table to the left are considered to be either immaterial, or not applicable.



**Table 2: GHG emission and energy intensity ratios for global operations**

	<b>FY2023</b>	<b>FY2022 Restated<sup>1</sup></b>	<b>FY2022</b>
Intensity ratio (tCO <sub>2</sub> e / £m revenue) <sup>2</sup>	4.06	5.67 R	5.42
Intensity ratio (tCO <sub>2</sub> e per employee) <sup>2</sup>	0.27	0.36 R	0.34
Intensity ratio (tCO <sub>2</sub> e per sqm) <sup>2</sup>	0.03	0.04 R	0.04
Intensity ratio based on emissions from Scope 1, 2 market-based, and 3 (tCO <sub>2</sub> e per employee)	2.74	2.72 R	3.77
<b>Total energy consumption (MWh)<sup>3</sup></b>	<b>9,768</b>	<b>10,328 R</b>	<b>9,987</b>
Energy consumption intensity (MWh / £m revenue)	12.29	15.77 R	15.25
Energy consumption intensity (MWh / employee)	0.82	0.99 R	0.96
Energy consumption intensity (MWh / sqm)	0.10	0.10 R	0.10

<sup>1</sup> FY2022 balances have been partially restated, due to a change in methodology, as indicated in Table 1. FY2022 balances for Scope 3 Cat.5., Scope 3. Cat.7, have not been restated, therefore any comparisons of FY2023 and FY2022 figures for these categories, for Total Global Scope 3 balances, and for Total CO<sub>2</sub>e emissions cannot be accurately made.

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

<sup>3</sup> Includes energy consumed as electricity and heating in buildings under Endava's operational control. 1 MWh = 1,000 kWh.



## Appendix 3.2 – Greenhouse Gas (GHG) Emissions Data – UK Operations

Table 3: GHG emissions from UK operations (tonnes of CO<sub>2</sub> equivalent)

	FY2023	FY2022 Restated <sup>1</sup>	FY2022
<b>Total CO<sub>2</sub>e Emissions (market-based)</b>	<b>6,762</b>	<b>5,252 R</b>	<b>4,455</b>
Total CO <sub>2</sub> e Emissions (location-based)	6,743	5,242 R	4,455
<b>Emissions from Own Operations (Scope 1 and 2, market-based)</b>	<b>63</b>	<b>41 R</b>	<b>44</b>
Emissions from Own Operations (Scope 1 and 2, location-based)	44	31 R	34
<b>Total UK Scope 1 GHG Emissions tCO<sub>2</sub>e<sup>2</sup></b>	<b>21</b>	<b>18 R</b>	<b>21</b>
Heating	21	18 R	21
Fleet	-	-	-
<b>Total UK Market based Scope 2 GHG Emissions tCO<sub>2</sub>e</b>	<b>42</b>	<b>23</b>	<b>23</b>
<b>Total UK Location based Scope 2 GHG Emissions tCO<sub>2</sub>e</b>	<b>23</b>	<b>13</b>	<b>13</b>
Electricity (market-based)	42	23	23
Electricity (location-based)	23	13	13
District Heating	-	-	-
Fleet (market-based)	-	-	-
Fleet (location-based)	-	-	-
<b>Total UK Scope 3 GHG Emissions tCO<sub>2</sub>e<sup>3</sup></b>	<b>6,699</b>	<b>5,211 R</b>	<b>4,411</b>
Cat. 1. Purchased Goods and Services	3,754	3,760 R	2,795
Cat. 2. Capital Goods	744	151 R	490
Cat. 3. Fuel and Energy Activities not in Scope 1 or 2	17	13 R	1
Cat. 5. Waste Generated in Operations	9	1	1
Cat. 6. Business Travel	1,975	1,136 R	832
Cat. 7. Employee Commuting and Home Office	199	149	149
Cat. 8. Upstream Leased Assets	1	1 R	143

<sup>1</sup> FY2022 balances have been partially restated due to a change in methodology. The figures that have been restated are indicated in the table to the left by the letter R. Due to limited reliable data availability, FY2022 balances for Scope 3 Cat.5., Scope 3. Cat.7 have not been restated, therefore any comparisons of FY2023 and FY2022 figures for these categories, for Total UK Scope 3 balances, and for Total CO<sub>2</sub>e emissions cannot be accurately made.

<sup>2</sup> UK Scope 1 GHG Emissions reported in the table to the left excludes fugitive emissions, due to a lack of sufficient primary data. See Table 1 and associated footnotes for further information.

<sup>3</sup> All categories (1 to 15) of Scope 3 emissions have been considered in our reporting for FY2023 and FY2022. Any Scope 3 categories for which no data is provided in the table to the left are considered to be either immaterial, or not applicable.

**Table 4: GHG emission and energy intensity ratios for UK operations**

	<b>FY2023</b>	<b>FY2022 Restated<sup>1</sup></b>	<b>FY2022</b>
Intensity ratio (tCO <sub>2</sub> e per employee) <sup>2</sup>	0.17	0.12 R	0.13
Intensity ratio (tCO <sub>2</sub> e per sqm) <sup>2</sup>	0.04	0.02 R	0.02
<b>Total energy consumption (MWh)<sup>3</sup></b>	<b>235</b>	<b>166</b>	<b>166</b>
Energy consumption intensity (MWh / employee)	0.65	0.50	0.50
Energy consumption intensity (MWh / sqm)	0.04	0.09	0.09

<sup>1</sup> FY2022 balances have been partially restated, due to a change in methodology, as indicated in Table 3. FY2022 balances for Scope 3 Cat.5, Scope 3. Cat.7 have not been restated, therefore any comparisons of FY2023 and FY2022 figures for these categories, for Total UK Scope 3 balances, and for Total CO<sub>2</sub>e emissions cannot be accurately made.

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

<sup>3</sup> Includes energy consumed as electricity and heating in buildings under Endava's operational control. 1 MWh = 1,000 kWh.



## Appendix 3.3 – Greenhouse Gas (GHG) Emissions Data – Malaysia, Republic of Moldova, and Romania Operations

Table 5: FY2023 GHG emissions from operations in Malaysia, Republic of Moldova, and Romania (tonnes of CO<sub>2</sub> equivalent)

	Malaysia	Republic of Moldova	Romania
<b>Total CO<sub>2</sub>e Emissions (market-based)</b>	<b>205</b>	<b>2,271</b>	<b>8,581</b>
Total CO <sub>2</sub> e Emissions (location-based)	205	2,271	8,564
Emissions from Own Operations (Scope 1 and 2, market-based)	-	355	996
Emissions from Own Operations (Scope 1 and 2, location-based)	-	355	979
Scope 1 GHG Emissions tCO <sub>2</sub> e	-	238	439
Refrigerants	-	76	121
Heating	-	162	318
Fleet	-	-	-
<b>Scope 2 (market-based) GHG Emissions tCO<sub>2</sub>e</b>	<b>-</b>	<b>117</b>	<b>557</b>
<b>Scope 2 (location-based) GHG Emissions tCO<sub>2</sub>e</b>	<b>-</b>	<b>117</b>	<b>540</b>
Electricity (market-based)	-	117	557
Electricity (location-based)	-	117	540
District Heating	-	-	-
Fleet (market-based)	-	-	-
Fleet (location-based)	-	-	-
<b>Scope 3 GHG Emissions tCO<sub>2</sub>e<sup>1</sup></b>	<b>205</b>	<b>1,916</b>	<b>7,585</b>
Cat. 1. Purchased Goods and Services	26	133	3,265
Cat. 2. Capital Goods	37	13	849
Cat. 3. Fuel and Energy Activities not in Scope 1 or 2	-	87	423
Cat. 5. Waste Generated in Operations	4	62	81
Cat. 6. Business Travel	53	214	946
Cat. 7. Employee Commuting and Home Office	71	1,407	2,001
Cat. 8. Upstream Leased Assets	14	-	20

1. All categories (1 to 15) of Scope 3 emissions have been considered in our reporting for FY2023. Any Scope 3 categories for which no data is provided in the table to the left are considered to be either immaterial, or not applicable.

