

Maintaining long-term value

Other non-financial disclosures

Section 172 Statement

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

The Board understands that without our key stakeholders, the Company would not be able to successfully implement its strategy, and our Purpose would be unachievable. Understanding their interests, views and concerns, and considering these when reviewing and discussing matters put before it for review or approval as part of its annual programme, is critical to enabling the Board to make informed decisions, and for each Director to discharge their duty under section 172. In some cases, stakeholder engagement directly involves the Board or its members, and this is almost exclusively how engagement with our shareholders takes place. Given the size and geographic diversity of our business, the majority of engagement with our customers, technology vendors, people and communities takes place at an operational level across the organisation. Where this was the case, the Board ensured that it had been updated on the nature and outcomes of this engagement during the year.

We have also set out the factors listed under section 172 which the Board considered when reviewing Board-level matters or making decisions during the year. These can be found on pages 109 to 111. The results of the Board's decision-making, and the outcomes produced by each Director discharging their section 172 duty can be found throughout this Annual Report and Accounts. Therefore, the following sections have been incorporated by reference into this section 172 statement and, where necessary, the Strategic Report.

Section 172 factors	Relevant information	Page
The likely consequences of any decision in the long-term	• Chair's statement	004 to 005
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	• Delivering long-term value	028 to 055
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The interests of the Company's employees	• Our people and culture	020 to 021
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The need to foster the Company's business relationships with suppliers, customers and others	• Delivering long-term value	028 to 055
	• Stakeholder engagement	057 to 063
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The impact of the Company's operations on the community and the environment	• Sustainability Q&A	026 to 027
	• Sustainability – planet and solutions	089 to 093
The desirability of the Company maintaining a reputation for high standards of business conduct	• Ethics and compliance	102 to 104
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The need to act fairly between members of the Company	• Stakeholder engagement – our shareholders	060
	• Board decision-making	109 to 111

Stakeholder engagement

Building trust with our stakeholders

We want long-term, sustainable and increasingly productive relationships with each of our stakeholders. Understanding and addressing their views, interests and concerns helps us achieve this aim.

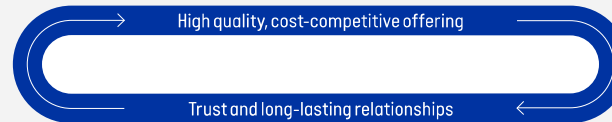
Engaging with our stakeholders is key to building trust in our relationships with them.

When we first engage, it allows us to understand their needs and expectations and, in line with our Winning Together Values, be open, straightforward and realistic about whether we can meet these. Where we can't, it allows us to explore whether there are alternative solutions, common ground or areas of compromise that will allow us to build a mutually beneficial relationship.

As our relationship develops, ongoing engagement helps us to demonstrate consistency in our behaviours and decision-making, meaning that our stakeholders build up an understanding of what they can and should expect from us. With every interaction, we also develop a clearer picture of their business, technology and wider objectives, the journey that they are on to achieve them, and the role we can play in helping them do so.

Collectively, our key stakeholders are an indispensable part of how we do business. We understand their importance and know we have to keep working hard every day to earn and retain their trust and loyalty.

Our key stakeholders enable Computacenter to create value for them



Our customers

Our customers place their trust in us to Source, Transform and Manage their digital technology to help them change the world.



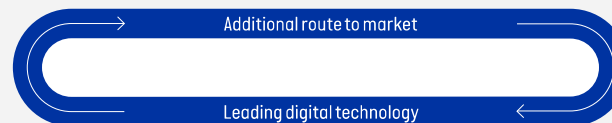
Our people

The calibre and capabilities of our employees drive our business forward and we recognise the importance of attracting, developing and retaining the best people.



Our shareholders

Our shareholders provide capital support that allows us to build a sustainable business for the long term.



Our technology vendors

Our technology vendors provide us with expertise and leading digital technology that underpins the competitiveness of our customer offering.



Our communities

The communities in which we operate support the social, economic and personal interests of our other key stakeholders.

Maintaining long-term value

Stakeholder engagement continued



Our customers

Why we engage

Our Winning Together Values are clear. We put our customers first, keep our promises to them and always prioritise the long term in our dealings with them. This makes Computacenter a deeply customer-centric organisation.

Our collaboration with customers requires continuous two-way engagement across all levels of our organisation. This ensures we are aware of their needs and values, allowing us to create customer intimacy and serve them effectively, by adapting as their digital environments and technology needs evolve.

What matters to them

Our customers expect us to be flexible, commercial and creative in responding to their requirements. While they have different individual priorities, they want us to add value through a deep understanding of their IT strategy and requirements, and through operational excellence delivered through our people and systems. They also expect us to deliver services to them in a way which reflects agreed terms, and is safe and sustainable.

How we engage

Our day-to-day customer engagement generally covers commercial opportunities, relationship development and our service delivery and performance. Engagement mechanisms include face-to-face meetings with our sales or delivery functions, customer training and workshops, and ongoing dialogue through client directors and account managers, our service support functions and, where necessary, our management teams. We use regular customer surveys and other structured mechanisms to obtain feedback on our operational performance.

How we reported their views to the Board

Customer feedback is reported up through Management levels. The CEO reports any material customer issues as part of his operational performance update at each scheduled Board meeting, which also includes significant contract bids and wins. Our North American and European management leaders also presented to the Board and covered customer feedback, metrics and trends.

Outcomes of the engagement and impact on Board decision-making

The Board discussed key feedback from customers, including how their short- and medium-term buying behaviour was likely to be impacted by: technology trends enabling efficiency and automation for themselves or their own customers; the global macroeconomic outlook, including in some of our core European markets; the unwinding of global IT supply chain issues; and ongoing geopolitical uncertainty.

Customer feedback was important for the Board in discussing and approving the Group's strategy and related investments for 2024-2026, including in which areas Computacenter should focus its investment to develop its customer value proposition and gain market share. Related strategic discussions included customer appetite for artificial intelligence, automation and offshoring, and their carbon reduction objectives. As a result, the Board approved material investment in the Group's customer IT Service Management platforms and its Circular Services proposition.

Information from customers on their likely ongoing IT spend also helped the Board to assess the reliability of financial forecasts, allowing it to approve trading outlook updates during the year, and to set realistic but stretching financial targets for 2024.

“Effective communication with our customers is key, allowing us to create customer intimacy and serve them effectively.”

John Beard

Managing Director, Europe

Customer-value proposition

We maximise the value of customer relationships by selling to our customers across each of our three business services lines:

1. Leading digital technology through Technology Sourcing
2. Deploying technology solutions through Professional Services
3. Supporting customer IT operations and infrastructure through Managed Services

Our customers

Professional Services

4,000+

completed projects for our customers

Managed Services

3.5m

customer incidents and requests managed

Technology Sourcing

12m

items supplied to our customers

Maximising our relationships

183

customer accounts with gross profit of over £1m per annum



Our integrated portfolio case studies
See pages 022 to 025



Market and Customer Trends
See page 014

Maintaining long-term value

Stakeholder engagement continued

Our people

Why we engage

Our people are at the centre of what we do and are essential for our growth. They implement and promote our culture and represent Computacenter with our other key stakeholders, building relationships, generating long-term trust, and learning about their requirements and preferred ways of operating.

Clear, consistent and frequent engagement with our people, and the groups that represent them, helps us to understand their key challenges and concerns, and what they think these are for the Group.

What matters to them

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

How we engage

We engage at all levels across Computacenter, through our management teams, Group HR's supporting activities, frequent employee surveys, and formal interactions with employee representative bodies. Our nominated Non-Executive Director for Workforce Engagement, Ros Rivaz, also undertakes an engagement programme.

We frequently communicate with our people, either individually, at departmental level or on a Group-wide basis. This includes the CEO's 'This Week' email to all employees, covering topics such as sector performance and trends, or significant geopolitical or macroeconomic events, often explaining how the Board and Management think these



might affect Computacenter. Employees can provide their feedback to the CEO via a dedicated email address.

How we reported their views to the Board

Employees' views, including material issues they raised, were communicated to the Board through the CEO's general business updates, the Workforce Engagement Director's reports on her engagement programme, and the Chief People Officer's presentations on the 2023 Group Employee Survey results and Management's interactions with employee representative bodies.

Outcomes of the engagement and impact on Board decision-making

The 2023 Group Employee Survey was completed by 81% of our employees, which was over 7 percentage points higher than for the previous survey in 2021 which had a 74% response rate. Over 16,000 responses and 22,000 employee comments were received and reviewed. The Group's sustainable engagement score is a key measure of how connected to the Company employees feel and their general wellbeing at work. At 83%, this was comparable to the wider IT sector and a slight improvement on the last survey in 2021. In most areas, the results were significantly stronger than in 2021, outperforming the sector norm in areas such as inclusion, growth, manager support, and health and wellbeing. Employees also noted substantial improvement in the Group's promotion of environmental responsibility, but thought the Group could make further progress here.

Areas for Management consideration included: enhancing some internal processes to improve efficiency and effectiveness; providing continued education on the Group's strategy and how employees' roles contribute, especially at more junior levels; and improved internal communication, particularly when executing internal change.

Ros Rivaz met employee representative bodies such as 'My Forum' in the UK, with whom she discussed post-Covid-19 working arrangements; and the Group's Climate Change Committee, which provided insight into stakeholder expectations in this area and its importance to current and potential employees. She also met with representatives of our US and Romanian subsidiaries, which are two of the more recent additions to the Group, to understand their views of Computacenter's culture. Feedback indicated that Computacenter's values are clear, are lived on a day-to-day basis and that employees see them as a competitive differentiator. Ros presented employee feedback to the Board on several occasions

during the year, which informed the Board's assessment that Computacenter's culture remains well understood and embedded across the Group, and the Board's approval of the Group's environmental strategy, including carbon reduction targets. Wider engagement with employee representative bodies made clear the continued impact of inflation and general macroeconomic conditions on employees across the Group. This was fed back to the Board as part of updates from the Chief Executive Officer and Chief People Officer. Following these updates, the Board approved improved terms on which eligible employees can participate in the Group's Sharesave Schemes.

"Clear and frequent engagement with our people across the Group helps us to understand what's working well and which areas need our focus."

Sarah Long
Group Chief People Officer

Our people

Supporting our growth

24.7%

increase in our global workforce since 2018

Employee connection & wellbeing

83%

employee sustainable engagement score

Group Employee Survey response

16,016

survey responses received

Group Employee Survey feedback

22,000

additional employee comments received and reviewed by the Company

Our people and culture
See page 020

Sustainability – people
See page 083

Maintaining long-term value

Stakeholder engagement continued

Our shareholders

Why we engage

As shareholders own the Company, it is essential for the Board and Management to understand their views on key topics such as our strategy and priorities for investment, as well as their expectations of us in evolving areas such as sustainability. Two-way engagement also allows current and potential shareholders to make informed decisions concerning investment in Computacenter.

What matters to them

Our shareholders want an appropriate return from their investment in Computacenter. To help them make effective investment decisions, they want to understand our strategy, our current or projected financial performance, and our approach to ESG matters.

How we engage

The Executive Directors meet shareholders following the release of the Group's full-year and half-year results, which they also present to sell-side analysts. Following these meetings, the Group's brokers obtain feedback. The Chair and the Company Secretary undertake a governance roadshow with significant shareholders following the release of the Annual Report. The Company also offers shareholders the opportunity to meet with the Directors and ask questions at the annual general meeting (AGM).

The Group also communicates with its shareholders through its regulatory announcements and our Annual Report, updating them on strategy, performance and governance.



How we reported their views to the Board

The CEO updates the Board on shareholder and analyst interactions twice per year, supported by detailed reports from the Group's brokers and communications advisory firm on those interactions. The Board reviews and discusses these reports. The Board also requested a presentation from one of the Group's newly appointed brokers, to enhance its understanding of institutional investors' views of Computacenter and the factors that influence the Company's share price. The Board directly interacts with shareholders at the AGM.

Outcomes of the engagement and impact on Board discussions and decision-making

Feedback from our institutional investors focused on a number of areas. These included the long-term sustainability of the Group's success in Germany; the capacity for substantial organic and inorganic growth in the US over differing time horizons; the importance of geographic and business line diversity to the Group's consistency of performance; the prospects for the UK business recovery, following weaker performance in 2022 and 2023; the Group's ability to maintain Services margins, in a cost and wage inflationary environment; and progress with reducing the Group's increased inventory held at the end of 2022 and the impact on the Group's forecast cash position. The Board has ensured that explanations and progress on these issues were included when approving the Group's performance updates to the market during the year.

Shareholders continued to show significant interest in the Group's priorities for its use of cash. This included a range of views around the attractiveness of share buybacks, dividend payouts and further acquisitions, and the need for strategic investment to increase the Group's long-term operational reliability and efficiency, which reduced short-term profitability in 2023.

This was all reflected in the Board's reviews, discussions and/or approvals during the year concerning: mergers and acquisitions opportunities; further IT services management programme spend; the creation of additional distributable reserves through a shareholder-approved share capital reorganisation; the quantum of dividend declarations (which the Board considered against other stakeholder interests concerning our balance sheet strength, investment requirements and long-term viability), resulting in a 2022 final dividend of 45.8p per share and a 2023 interim dividend of 22.6p per share; and approval of the

Group's dividend policy, which the Board decided to leave unchanged. As in previous years, there was also significant interest in the Company's share valuation against its peers. The Board considered an action plan to respond in the Company's and shareholders' interests.

"Two-way engagement with our shareholders allows them to make informed decisions about their investment in Computacenter, and helps us understand their views in key areas such as strategy, performance and governance."

Christian Cowley

Group Head of Investor Relations

Our shareholders

Earnings per share growth

18.2%

compound annual growth in adjusted diluted earnings per share from 2018-2023

Generating returns

55.4%

return on capital employed in 2023

Shareholder distributions

£401m

amount returned to shareholders through dividends and capital returns since 2018

Total shareholder return

179%

growth in market capitalisation, dividend and capital returns since 2018

 **CEO's performance review**
See page 030

 **Our track record**
See page 032

Maintaining long-term value

Stakeholder engagement continued

Our technology vendors

Why we engage

Our technology vendors are critical for us. We aspire to be their preferred route to market for our chosen customer sectors and they benefit from our customer intimacy, which comes from our focus on long-term, multi-level strategic customer relationships.

To enable us to grow together, we need strong and sustainable working relationships with our technology vendors, at both a day-to-day and strategic level, covering operational, engagement and commercial support.

What matters to them

Our technology vendors want us to add value and drive customer satisfaction with their products. This requires us to understand their products' capabilities in detail and to leverage our deep customer relationships and technological expertise, to determine how these capabilities support our customers' IT requirements.

How we engage

Our sales, technical and services teams engage regularly with our technology vendors' customer-aligned sales and technical personnel, to ensure strong working partnerships on a customer-by-customer basis. The Group Technology Sourcing Team formally engages with our vendors day-to-day, as well as at management and executive level. Technology vendors also share product and strategy information at multiple formal and informal events during the year, to enable us to fully support our customers' initiatives and business planning.



How we reported their views to the Board

The Board received updates from the Chief Executive Officer, Chief Commercial Officer and other members of the senior Management team on our technology vendors' views, and reviewed the Group's technology strategy and tooling capabilities. Board members also heard directly from senior representatives of several of our technology vendors who presented at our annual Group-wide sales event, where they described their latest technical innovations, their view of how our organisations can most effectively work together and their areas of focus for the year.

Outcomes of the engagement and impact on Board discussions and decision-making

Following engagement and feedback from our technology vendors, we launched a Global Alliances function in 2023 to further strengthen our partnerships with them. We now have representatives on global, regional and country advisory boards for all our strategic technology vendors, which help us to maximise synergies, align strategy and drive growth opportunities with them.

The pace of technology change makes ongoing engagement critical. Our engagement in 2023 made clear that our technology vendors are particularly focused on AI and want to engage with partners who understand and can communicate the opportunity effectively. The Board considered this when discussing and approving the three-year strategy plan for 2024-2026, and related investments.

Engagement at all levels has also played a material role in the continued growth of our Technology Sourcing business, with revenue increasing by 7.9% in 2023. Reflecting the value we deliver, over 20 technology vendors recognised us as their partner of choice through awards across different geographies and sectors during the year.

Engagement has also made clear that security remains at the forefront of vendor priorities, particularly enhancing and improving end-point resilience, in response to an ever evolving threat landscape. On device AI capabilities at both hardware and software layers will continue to enhance cyber protection. Our vendors are also focused on sustainability goals that support the global drive for Net Zero. By working collaboratively with the world's leading technology vendors, Computacenter remains focused on and committed to our 2040 SBTi-validated goals.

"Powerful partnerships are forged through mutual understanding and shared ambition to deliver outstanding customer experience. Our Global Alliances strategy focuses on future advancement and alignment."

Sarah Shields
Group Alliances Director

Our technology vendors

Powerful partnerships

58

technology vendors represented at the Group's most recent sales conference

Engagement impact

163%

absolute growth in our Technology Sourcing gross invoiced income since 2018

Technology vendor engagement

1,291

Computacenter employees who attended the Group's most recent sales conference and heard from our key technology vendors

Technology vendor recognition

20+

technology vendors recognised us as their partner of choice across different geographies and sectors during the year

Our integrated portfolio – Technology Sourcing
See page 023

Our Performance
See page 036

Maintaining long-term value

Stakeholder engagement continued

Our communities

Why we engage

We seek to build long-term trust with our stakeholders. These include the communities in which we, and our other stakeholders, live and work. Our communities support our ability to do business and supporting them in return is a responsibility. By doing so, we aim to inspire our people, to illustrate our commitment to understanding people matter (one of our core values), and to maintain and enhance our corporate reputation.

What matters to them

Our communities are interested in ensuring that our operations are safe and sustainable, so that the positive economic and social impact that Computacenter has on them is protected over the long term and increases over time. They expect us to engage with them on social and environmental issues that matter to them, including areas such as D&I, and the sustainable use of resources within our operations. They also expect us to act ethically, to treat our stakeholders fairly and, where possible, to support them financially or with our time.

How we engage

Our activities are focused on attracting diverse talent to our organisation, promoting the awareness of women in technology, as well as supporting those with disabilities and young people from disadvantaged backgrounds. Our core engagement is primarily focused on school, community and university outreach programmes. Over 200 employee volunteers supported our flagship educational outreach programme,

Bright Futures, during 2023, completing over 1,000 hours of outreach activity, and reaching over 21,000 students and young adults, often in a mentoring capacity. The Bright Futures mission is to support the next generation of young people by inspiring them to follow a career in technology, and the programme was shortlisted for the Chartered Institute of Personnel and Development (CIPD) People Management Awards Best CSR/ESG initiative in 2023. For further information on engagement with our communities, please see page 087.

How we reported their views to the Board

The Board received updates from the Group Development Director on our commitments and reporting related to the environment and climate change, and from the Chief People Officer on our activities to engage with and support our local communities.

Outcomes of the engagement and impact on Board discussions and decision-making

Our engagement in schools and university continues to make clear the importance that a significant proportion of student and young adults place on preventing climate change, including through the reduction of carbon emissions. Many thought this would be an important differentiator for them in making employment decisions when they left education. There was also interest in ensuring continued progress on social issues, such as encouraging and increasing diversity and ensuring equality in society and fair treatment for all in the workplace.

Feedback from this engagement was considered by the Board when reviewing the Group's Environmental Strategy, including its priorities and objectives, and endorsing the Group's existing environmental targets and commitments, such as being Net Zero by 2040, as well as approving incremental investment to develop and grow the Group's Circular Services capability and integrate it into our core VAR and Services operations. The environmental and social objectives set for the Executive Directors as part of their 2023 annual bonus targets include a corporate objective to increase gender diversity across Computacenter, and also continued progress against our climate change related targets and objectives. The Board also considered the interests and expectations of our communities when reviewing and approving the Group's Modern Slavery Act statement and Gender Pay Gap reporting during the year.



“Our Bright Futures programme reached over 21,000 students and young adults during the year, supporting the next generation of young people by inspiring them to follow a career in technology.”

Craig Cobb

Future Talent Manager, UK

Our communities

Employee engagement with our communities

200+

Computacenter employees who volunteered as part of the Bright Futures programme in 2023

Community outreach activity

1,072

employee volunteering hours completed in the UK

Considering social impact

Carbon neutral

in our operations for the second successive year



Sustainability – planet
See page 089

Community outreach recognition

Award nomination

Bright Futures programme short listed for the CIPD People Management Awards Best CSR/ESG initiative



Sustainability – solutions
See page 092

Maintaining long-term value

Stakeholder engagement continued

Engaging with our stakeholders



UNDERSTANDING PEOPLE MATTER

Listening to our employee representatives

Myforum is made up of employee representatives from across the UK business, who meet with members of Management on a number of occasions through the year. As a result of direct interaction with myforum representatives, the Company introduced an updated Sickness Policy in the UK in August 2023. This included a new absence management process, designed to help Managers track, monitor and manage absence, the creation of an income protection guide for those on long-term sick leave, and an increase in the length of time for which employees were entitled to sickness related pay in any 12-month period.

7

Meetings between Computacenter Management and formal employee representative bodies in 2023

LISTENING TO OUR TECHNOLOGY VENDORS

Our Group Sales Conference

Our Group Sales Conference was attended by members of the Board, the Group Executive Committee, other senior Management, our sales force, and representatives from a wide range of our technology vendors. The range of mutual engagement is extensive, often taking place within our technology vendor village (pictured below), where vendor representatives are able to discuss and illustrate their latest technology offerings with members of our sales force. Those representatives also heard from our Executive Directors and the leaders of our three business lines on Computacenter's areas of business focus, and financial and operational objectives for 2024.

"Our Group Sales Conference provides an opportunity for our sales force to speak with our technology vendors and understand in detail the latest range of technology options available for our customers."

Lieven Bergmans
Chief Commercial Officer

