

endava

# Sustainability 2025 Report we.care



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# Letter from our CEO

## Hello and welcome,

I am pleased to present our We Care Sustainability Report for the financial year 2025 ('FY2025') – our fifth consecutive year of sustainability reporting. This report reflects our continued commitment to creating a positive impact for our people, clients and the communities in which we operate.

This year's report introduces an updated structure aligned with our evolving sustainability strategy. While we are not yet formally reporting under the Corporate Sustainability Reporting Directive (CSRD) framework, we are actively aligning our approach with its principles. In FY2025, we obtained limited assurance for our Double Materiality Assessment (DMA) that helped us identify and prioritise the ESG topics most relevant to Endava and our stakeholders, reflected throughout this year's disclosures.

As a global provider of next-generation technology services, we are proud to support our clients in driving real-world impact. Over the past financial year, we deepened our role as a trusted partner in AI-enabled transformation. Our evolution into an AI-native organisation – underpinned by our strategic partnership with OpenAI, the rollout of AI and core modernisation accelerators and continued investment in Dava.X to help our clients embrace and explore new technologies more rapidly – has strengthened our ability to deliver responsible, future-focused technology solutions that embed sustainability into operations.

We remain focused on empowering our people through inclusive learning and development programmes, reinforcing the connection between culture, capability and performance. This investment in our people is reflected in the continued positive trends we've seen in customer satisfaction – a testament to our belief that engaged teams drive stronger client outcomes. Our governance practices continue to prioritise data privacy, cyber security and ethical decision-making, in line with global standards. We are also engaging our supplier network more deeply to promote responsible practices and support shared sustainability goals.

In FY2025, we launched internal working groups to support the implementation of our Science Based Targets initiatives (SBTi)-approved emissions reduction goals. These targets represent an important step in our climate journey and reflect our ambition to contribute meaningfully to global decarbonisation efforts. We recognise that achieving these goals will require significant effort, collaboration and continued investment across our operations and supply chain. As such, we have begun engaging with key suppliers to address Scope 3 emissions – an area that will be critical to our progress. While the path ahead is complex, we remain committed to taking the necessary steps to deliver measurable and responsible climate action.

As you read this report, I invite you to explore how our values – Open, Thoughtful, Adaptable, Trusted and Smart – continue to shape the way we grow and contribute to a more inclusive, responsible and sustainable future.

We Care is in our DNA. From climate action to sustainable growth to responsible AI, we are proud to stand with our people, clients and partners to help build a better tomorrow.

John Cotterell  
CEO



# Our stakeholders

We care about making a positive difference for our stakeholders:

## For our people

We are committed to being an inclusive community, and our core purpose is 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 solutions to meet their needs and 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 are mindful of the impact that our decisions have in the wider communities in which we operate and on the environment. We partner with local NGOs and support our people to volunteer in local community projects.

# Endava at a glance

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

We are a leading provider of next-generation technology services, dedicated to enabling our clients to accelerate growth, tackle complex challenges and thrive in evolving markets. By combining innovative technologies and deep industry expertise with an AI-native approach, we consult and partner with our clients to create solutions that drive transformation, augment intelligence and deliver lasting impact. From ideation to production, we support our clients with tailor-made solutions at every stage of their digital transformation, regardless of industry, region or scale.

For over 25 years, Endava has successfully delivered digital transformations, utilising a holistic approach that leverages innovative technologies and enhances our clients' systems to create modern value propositions that fuel their competitive edge in the market. This approach is centred around an in-depth analysis of legacy technology assets, led by data-driven automation and complemented by patented capabilities, enabling us to deliver a de-risked, cost-controlled, accurate end-to-end system transformation. This digital transformation approach now serves as our cornerstone for navigating the AI-driven digital shift, enabling us to increasingly help our clients transform their core systems in a way that allows us to share risk with clients for true business outcomes and deliver them tangible savings and business efficiencies.

## Our competitive strengths

We have distinguished ourselves as a leader in next-generation technology services by leveraging the following competitive strengths.

- **Ideation through production:** We help our clients become digital, experience-driven businesses by assisting them in their journey from idea generation to development and deployment of products, platforms and solutions.
- **Proven proprietary framework for distributed agile delivery at scale:** We leverage the digital transformation approach we have honed over two decades as well as the delivery framework we have developed that is based on our over 25 years of successful project delivery experience – TEAM (The Endava Adaptive Model).
- **Expertise in next-generation technologies:** Our expertise ranges from technologies that form the bedrock of organisations globally, through to cutting edge technologies that underpin the fundamentals of the new AI landscape, including generative and agentic AI, large language models (LLMs) and agentic frameworks, to name a few. We then use our frameworks, methodologies and accelerators to rapidly deliver value to our clients.
- **Core modernisation:** We support our clients to modernise their core enterprise systems to take full advantage of new table-stakes technologies, given the advancements in embedded technologies, APIs and AI.

- **Strong domain expertise in numerous verticals:** Our clients principally operate in payments, banking and capital markets ('BCM'), insurance, technology, media and telecommunications ('TMT'), healthcare, mobility and retail and consumer goods, classified in the Other vertical.
- **Employer of choice in regions with deep pools of talent:** Our delivery locations are in countries with rich IT talent pools, providing us an opportunity to position among the preferred employers.
- **Distinctive culture and values:** Our people are at the heart of who we are and drive our success as a business. We support Endavans to develop their technical and soft skills, in an environment where they are continually challenged and given opportunities to grow and innovate.

## Delivering value through AI

We have created a distinctive framework for AI-enabled delivery that enables clients to augment intelligence and drive efficiencies across their organisations. As we continue to move forward on our own journey to becoming fully AI-native, we empower clients to become AI-native themselves, helping them to accelerate growth through the enhanced data, streamlined processes and increased productivity that AI technologies can unlock.

Designed to fuel rapid, ongoing transformation, we help our clients to become more engaging, responsive and efficient with the right combination of strategies and technologies in place.

As we continue to evolve our delivery model, we are moving towards an end-to-end agent-enabled delivery model, where AI software agents work side-by-side with our engineers.

# Endava in numbers

Operating across 69 cities in 29 countries, as of 30 June 2025 we employed 11,479 Endavans.

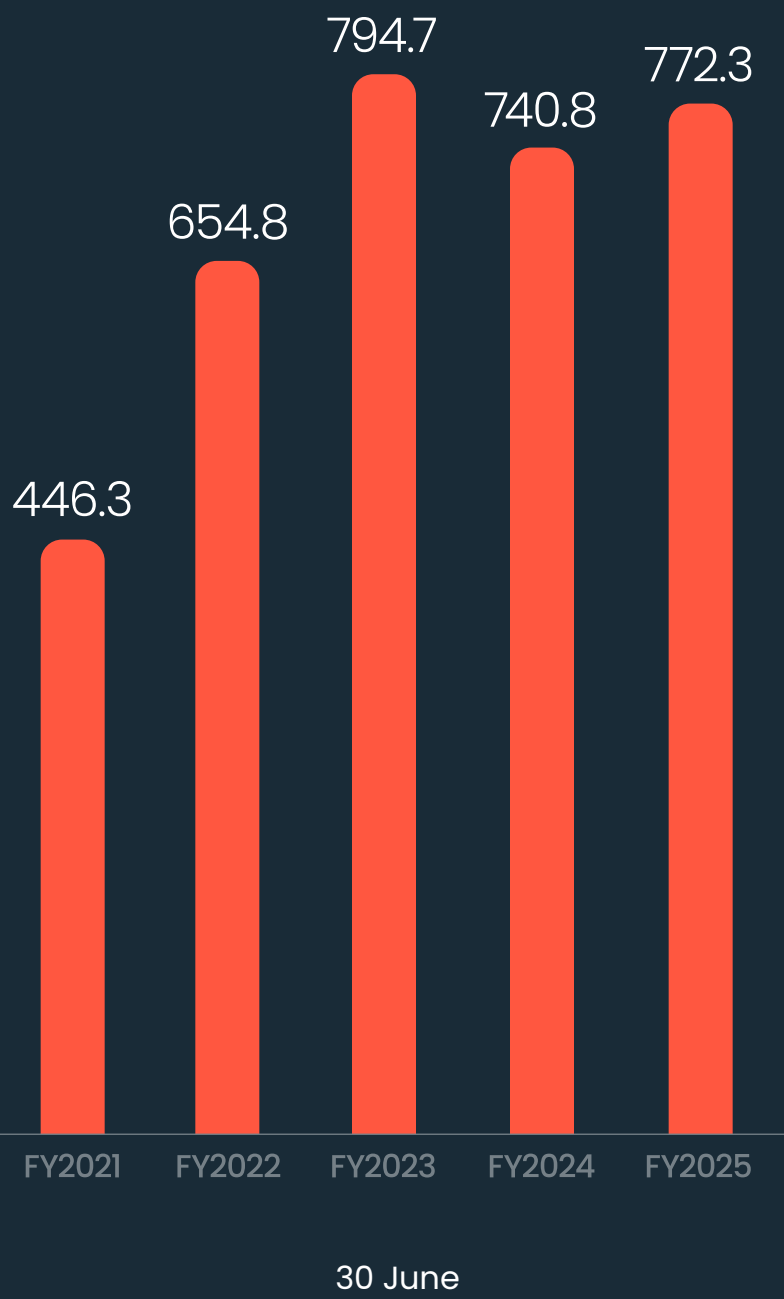
We provide services from our locations in **European Union countries** (Austria, Bulgaria, Croatia, Denmark, Germany, Ireland, the Netherlands, Poland, Romania, Slovenia and Sweden), **non-European Union countries** (Bosnia & Herzegovina, Moldova, North Macedonia, Serbia, Switzerland and the United Kingdom), **Latin America** (Argentina, Colombia, Mexico and Uruguay), **Asia-Pacific** (Australia, India, Malaysia, Singapore and Vietnam), **North America** (Canada and the United States), and the **Middle East** (United Arab Emirates). As of 30 June 2025, approximately 40.6% of our employees work in delivery locations in European Union countries.

In FY2025, we reported revenue of £772.3 million, a 6.3% increase at constant currency from the previous year, and our profit before taxes was £24.1 million, while our profit before taxes as a percentage of revenue was 3.1%.

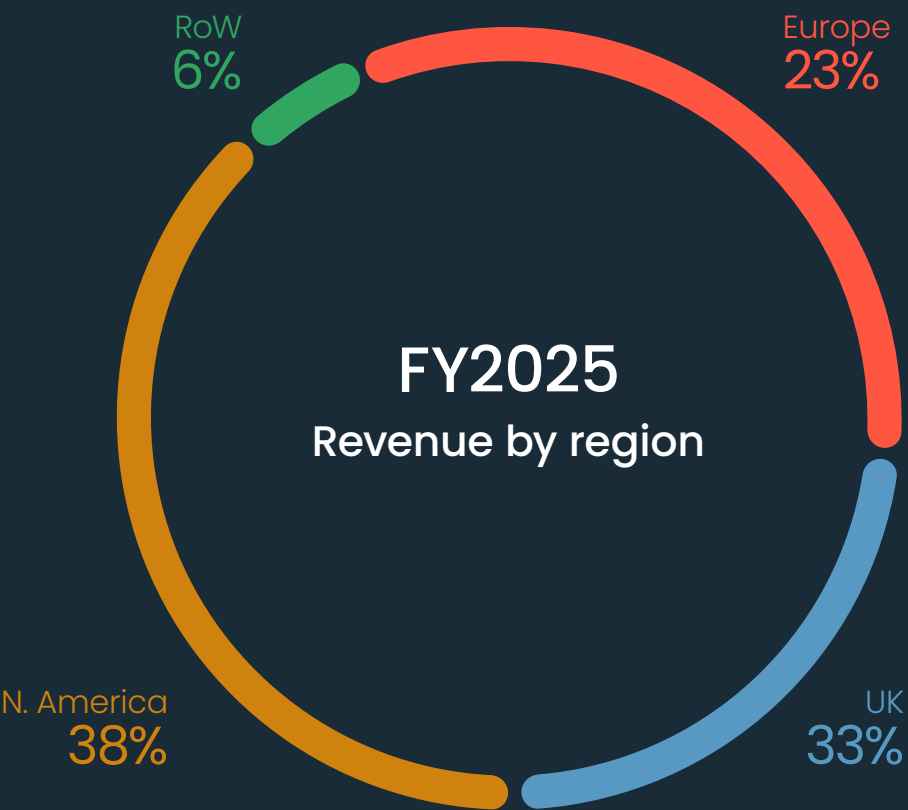
As of 30 June 2025, we had 619 active clients, which we define as clients who paid us for services over the preceding 12-month period. In FY2025, we generated 38% our revenue from clients located in North America; 23% from clients located in Europe; 33% from clients located in the United Kingdom; and 6% from clients located in the rest of the world.

Clients in the payments vertical contributed 19% to our total revenue in 2025; clients in BCM, 20%; clients in the insurance vertical, 9%; clients in the TMT vertical, 19%; clients in the mobility vertical, 8%; clients in the healthcare vertical, 12%; and clients in our other verticals, 13%.

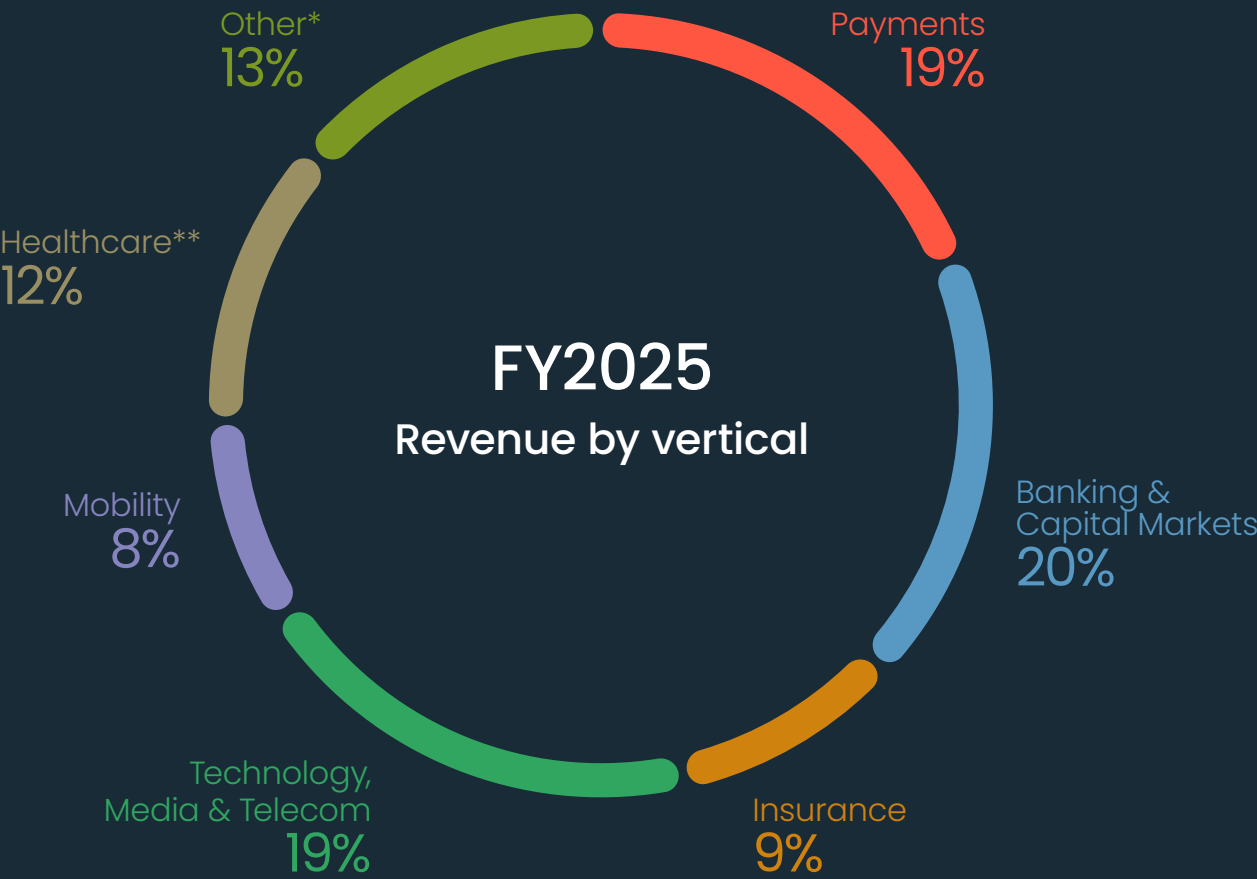
Revenue (£m)



FY2025  
Revenue by region



FY2025  
Revenue by vertical



\* Other includes consumer products, natural resources, services, and retail verticals  
\*\* Healthcare vertical broken out of what was historically reported as Other

# Endava around the world

69 cities, 29 countries

- European Union:**  
Austria, Bulgaria, Croatia, Denmark, Germany, Ireland, Netherlands, Poland, Romania, Slovenia and Sweden
- Europe–Non EU:**  
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, India, Malaysia, Singapore and Vietnam
- Middle East:**  
United Arab Emirates







“In FY2025, we updated the structure of our sustainability report to reflect the evolution of our strategy and align more closely with CSRD principles and the outcomes of our Double Materiality Assessment. This included refining our focus areas, simplifying our reporting pillars and adjusting our alignment with selected frameworks. We also obtained limited assurance for our DMA and continued laying the groundwork for our science-based emissions reduction targets, which were approved by the SBTi. These steps represent steady progress as we seek to improve the transparency and relevance of our ESG reporting.”

**Laurence Madsen**  
Head of Investor Relations and ESG

# We Care approach

## Evolving our sustainability reporting approach

In FY2025, we undertook a significant update to the structure of our **Sustainability Report** to reflect our evolving strategy. This shift marks a critical step in our journey toward more transparent, standardised and stakeholder-relevant sustainability disclosure.

## Aligning with CSRD and Double Materiality principles

As part of this evolution and guided by the findings of our **Double Materiality Assessment (DMA)**, we revised our We Care approach to sustainability and streamlined our reporting from five pillars to four: Our People and Communities; Operating Responsibly; Environmental Impact; and Accelerating Innovation.

While the EU is discussing the omnibus simplification package which may impact Endava’s obligations under the CSRD, Endava remains fully committed to proactively advancing our sustainability practices and reporting.

We have obtained [limited assurance for our DMA](#), and the results directly informed the new structure of this report.

## Reporting framework updates

As we move to align with the principles of the CSRD, we have refined our focus areas and made the decision to streamline certain reporting elements. The following frameworks or topics have been discontinued or adjusted in this year’s report:

- **Sustainability Accounting Standards Board (SASB)** alignment: We will no longer align with SASB recommendations, including gender-related disclosures under the **Software and IT Services** industry guidance.
- **Disclosure of gender data:** We will now align with **UK PLC reporting** requirements, instead of SASB, for gender-related workforce data.
- **United Nations Sustainable Development Goals (UN SDGs):** We will no longer formally align our reporting structure with the UN SDGs.

We will continue to report transparently and in accordance with UK PLC requirements, evolving best practices and the principles of the CSRD. We are also a UN Global Compact signatory and in 2025 we communicated the progress we made during the prior fiscal year in implementing the Ten Principles of the UNGC and supporting the UN’s SDGs.

In February 2025, we were awarded the **EcoVadis bronze medal** for implementing positive ESG practices across our organisation. This placed us in the top 35% of companies assessed by EcoVadis in the past 12 months and the top 10% of companies rated by EcoVadis in our industry.

## Preparing for net-zero and SBTi commitments

In July 2024, **our near- and long-term science-based emissions reduction targets** – including our overall net-zero target – were officially approved by the by the **Science Based Targets initiative (SBTi)**.

Over the past year, we have laid critical foundations to support these long-term commitments, including:

- Establishing **governance and operating models for climate action**
- Mapping our **current organisational structure to assess readiness**
- Identifying **capability and data gaps**
- Developing a **roadmap to improve sustainability data processes and disclosures**

We recognise that **achieving these goals will be ambitious and challenging**, requiring continued investment, innovation and cross-functional collaboration. Nonetheless, we remain committed to progressing towards a net-zero future.



# Material sustainability topics identified in the DMA

This report contains information on sustainability topics deemed material to Endava and to our stakeholders as identified in our DMA. Our approach to ESG disclosures is informed by impacts on communities, the environment and stakeholders such as employees, clients and suppliers. Our DMA related to this report used a definition of materiality that differs from, and is broader than, materiality determined in accordance with the U.S. federal securities laws. Thus, the inclusion of information contained in this document should not be construed as a characterisation regarding the materiality of that information in the context of the U.S. federal securities laws. As an additional note, the scope of the DMA performed by Endava did not include GalaxE operations.

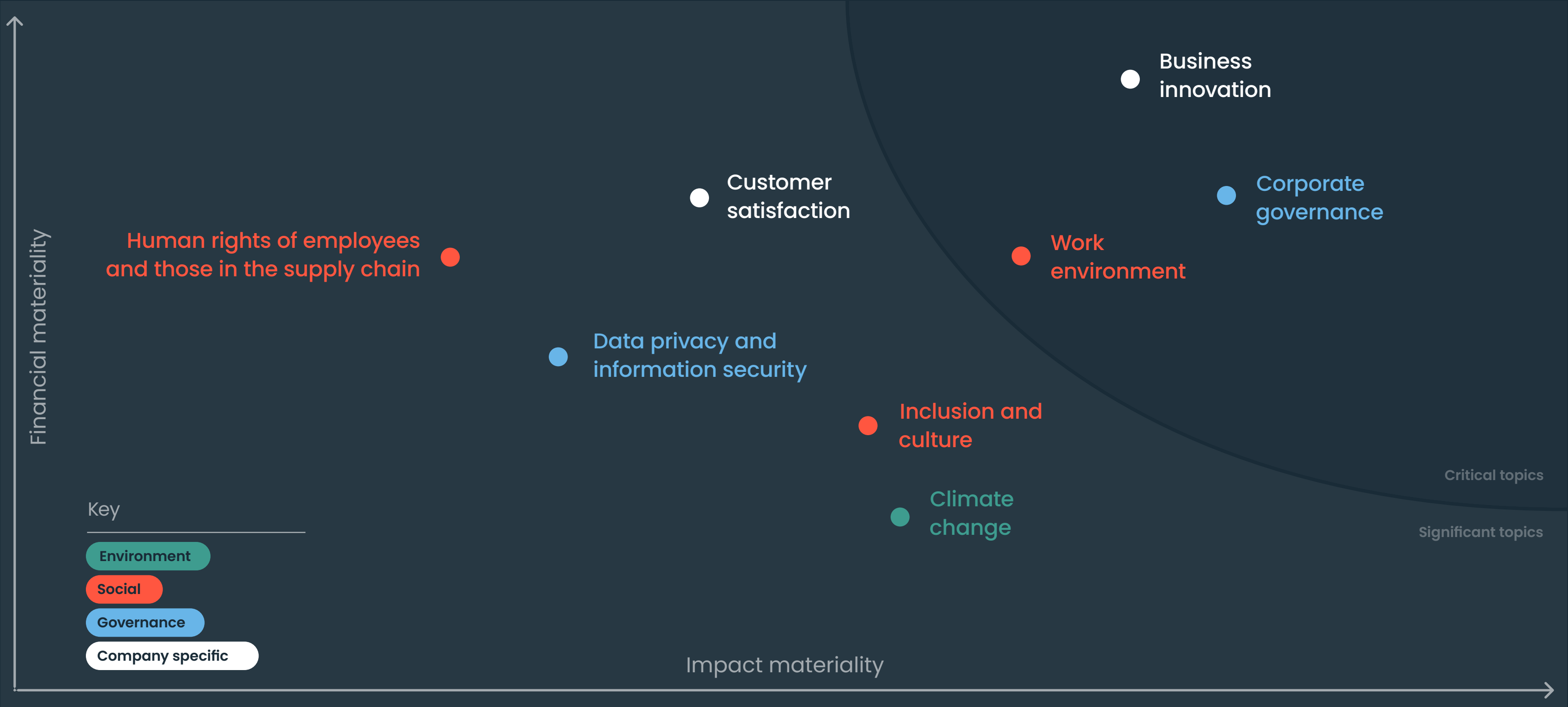
Based on the outcomes of the DMA, the material topics for Endava are:

- Environment:** Climate change
- Social:** Work environment, inclusion and culture, human rights of employees and those in the supply chain
- Governance:** Corporate governance, data privacy and information security

In addition, we have identified two **Endava-specific material topics** that reflect our operational and stakeholder priorities:

- **Business innovation**
- **Customer satisfaction**

These topics are addressed throughout the report. While we are not currently reporting formally under the CSRD framework, we are actively monitoring updates to the CSRD and European Sustainability Reporting Standards (ESRS) and aligning our processes with their principles.



# Governance and oversight

Our board shares collective responsibility for the long-term success of the Group, but individual members undertake additional clearly defined activities on behalf of the board.

Various committees assist the board. The Nominating and Corporate Governance Committee is responsible for the Group's ESG oversight and periodic review and assessment of ESG matters relevant to the Company's business and operations. The Audit Committee is responsible for the Group's risk assessment and management and provides audit-related oversight of ESG matters and related metrics. In addition, the Group's Risk Committee provides oversight around risk management and facilitates the embedding of the principles of Endava's Enterprise Risk Management (ERM) policy.

The organisational structure supporting our sustainability approach is spearheaded by our ESG core team, including senior managers across the company. The core team reports to members of the executive team, each of whom sponsors and oversees ESG matters:

- **Mark Thurston** (Chief Financial Officer) on Environmental matters;
- **Rob Machin** (Chief People and Locations Officer) on Social matters;
- **Rohit Bhoothalingam** (Group General Counsel) on Governance matters.

Rohit Bhoothalingam acts as the overall executive sponsor of our ESG We Care approach. Following the DMA we added Business Innovation and Customer Satisfaction to the ESG matters overseen by our executive team.

The role of these executive sponsors is to focus on reviewing annual ESG plans and related policies as well as enhancing board engagement while ensuring appropriate resourcing, tracking of progress and championing ESG programmes. The Head of ESG presents to the board regularly.

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.





# FY2025 highlights

Assured  
Double Materiality  
Assessment (DMA)

Carbon Reduction  
Working Group to  
support **SBTi targets**

**AI Academy**  
launched

Strategic  
partnership  
with OpenAI

**Dava.X** powering  
innovation and  
supporting our clients

**Inclusion Spotlight**  
company-wide initiative  
with live masterclasses

ISO 37001  
**Anti-Bribery Management  
System certification**

Scope 1 and 2 **GHG  
emissions data assured**  
since 2022

**CDP discloser**  
since 2022

Programme Keystone  
**embedding AI in our  
operations**

5<sup>th</sup> year of the **Endava  
Wellbeing Programme**

'A' ratings for  
**cyber security** scores

99% of active Endavans  
completed the  
**Code of Conduct** module

37.8% of Endavans  
work in **ISO 14001-  
certified locations**

Continued positive trends  
in **customer satisfaction**

3 company-wide  
**giving projects**

# Our People and Communities

We enable our people to be the best they can be by creating learning and development opportunities, fostering an inclusive work environment and making sure everyone is connected to our culture.

We also aim to make a positive difference in our communities by supporting impactful projects.





# Our people and communities overview

## Our People and Communities overview

“We are committed to nurturing a culture where we all grow not only as professionals, but as people. When we create space for everyone to learn, contribute and thrive, we elevate each other – and our work. Our goal is to build high-performing teams that deliver smarter, more innovative solutions for our clients.”

Rob Machin  
Chief People and Locations Officer



This section outlines our approach to managing the material social topics, identified in our DMA, including **work environment, inclusion and culture, and human rights** of employees and those in the supply chain. While community engagement is not classified as a material topic under our double materiality assessment, we believe it is an important part of who we are, and we provide related disclosures here as well.

We are committed to fostering a work environment where Endavans feel supported, valued and empowered to perform at their best. Across our global locations, we invest in learning and development programmes to support our people’s growth, and wellbeing initiatives that prioritise mental, physical and emotional health. By creating the right conditions for growth, we not only support our people but also enhance our ability to deliver innovation and value for our clients.

We strive to build a culture of inclusivity, grounded in respect, openness and shared purpose. We recognise that teams that draw on a broad range of perspectives, backgrounds and experiences are essential to driving innovation and creativity.

We are committed to promoting inclusive hiring and promotion practices, providing a consistent and fair employment experience across our geographies.

We uphold international human rights standards across our operations and supply chain and comply with local labor laws and employment regulations. Our governance frameworks and due diligence processes help ensure that all Endavans work in environments that are safe, respectful and free from discrimination or exploitation.

Caring for the world around us is a defining feature of Endava’s culture. **Community engagement** continues to be an area where we see to make a meaningful impact. In this section we share our overarching giving approach and share examples of charitable partnerships, employee-led volunteer efforts and community projects across our global locations.



# Work environment

## Our approach and policies

At Endava, we are committed to fostering a transparent, inclusive and compliant workplace culture – a foundation that enables our people to thrive and contributes directly to our sustainability goals. By embedding responsible employment practices, we strive to create an environment that empowers our people to deliver innovative solutions that address real-world challenges for our clients.

We align our workplace practices with both global standards and local legal frameworks, seeking to ensure consistency and fairness while respecting regional requirements. In addition to disclosing key employment and workforce policies here, we also refer to related topics – such as our human rights approach and operating principles – in other sections of this report.

- The **Endava Group Handbook** serves as a guide to consistent, value-aligned employee practices across our locations. It outlines the principles, expectations and resources available to every Endavan covering the following topics:
- **Values and culture:** Rooted in our core values – Open, Thoughtful, Adaptable, Smart, Trusted – the handbook promotes a culture of collaboration, integrity and professional excellence.
  - **Onboarding and induction:** Structured onboarding includes compliance training (e.g., Code of Conduct e-learning), health and safety, and an introduction to Endava’s tools and platforms.
  - **Inclusion and belonging:** Reinforces non-discrimination in recruitment, promotion and workplace behaviour, aligned with our Inclusion and Belonging Policy.
  - **Career development:** Details our approach to performance review and career development planning, merit-based promotions, internal mobility and continuous learning – including leadership development pathways.
  - **Employee conduct:** References our Code of Conduct and sets clear standards for behaviour on client sites and internal teams – from gift policies, to confidentiality expectations and ethical use of IT systems.
  - **Data privacy and security:** Emphasises strong protection of employee and client data; governed by the Endava Privacy Policy.
  - **Health, safety and wellbeing:** States our commitment to safe working environments and encourages wellness and responsible work-life balance.

- **Anti-bribery and whistleblowing:** Reinforces our strong stance against bribery, corruption and tax evasion, while encouraging confidential reporting as per our Speak Up Safely Policy.
- **Exit procedures:** Ensures fair and respectful processes for employee departures, including notice periods and exit interviews.

- Our **Global Employee Mobility Policy** aims to ensure fair, transparent and compliant international assignments. It outlines roles, responsibilities and entitlements covering:
- Tax, immigration and social security compliance
  - Repatriation, relocation assistance and cultural training
  - A framework for temporary remote work from abroad, balancing flexibility with regulatory adherence.

- Employment terms and working conditions are primarily governed by local legislation, with additional details provided through collective bargaining agreements where applicable. Further information is available in the section on our [human rights approach and policy](#).
- Endava’s Screening Policy** supports workforce integrity and security by applying mandatory background checks:
- Applies to all employees and contractors, tiered by role sensitivity.
  - Includes identity verification, education and employment history, global sanctions, and – where relevant – criminal and credit checks.
  - Conducted at hiring, role transitions and refreshed every five years.

- To uphold our clients’ compliance expectations and internal standards, Endavans are required to participate in mandatory training at onboarding and annually. This includes the **Code of Conduct** e-learning module. Further details can be found in the [Operating responsibly](#) section.
- Endava’s **Group Health and Safety Statement** outlines our commitment to maintaining safe and healthy workplace across all the countries and working models – including remote and hybrid teams.
- The policy applies to all employees, contractors, temporary workers and office visitors who may be affected by company operations.
  - We provide safe conditions, procedures, equipment and training – supported by workplace assessments and risk mitigation measures, including those related to infectious diseases.
  - Management leads in creating safe environments; all employees are expected to uphold safety practices, report hazards and follow health and safety procedures.
- This comprehensive framework supports Endava’s high standards of workplace governance while enabling our people to grow, innovate and contribute to our long-term success in a sustainable, inclusive way.



# Learning and development programmes

At Endava, we believe that continuous learning is essential to enable people to thrive and adapt in a rapidly evolving world. Our approach to learning and development is grounded in building a future-ready workforce, accelerating professional growth, and fostering a culture of inclusion and performance at every level.

## One Endava Leadership

In May 2025, we launched One Endava Leadership, a new global hub designed to support leadership development for all Endavans at all levels. This internal programme provides a collaborative space where our people can access the frameworks, tools and resources they need to grow as inclusive, value-driven leaders.

The programme is structured around **three key pillars:**

- **Ethos:** Establishes the foundational attitudes and behaviours that shape our leadership and culture, anchored in Endava’s purpose and embodying our values.
- **Methodology:** Offers a shared leadership language, visual tools and frameworks that empower individuals to develop and elevate others around them.
- **Climb:** A mindset and model that guides individuals on where to begin and how to progress in their development journey, supporting personalised pathways to growth.

## Digital learning

Digital learning is a cornerstone of our learning strategy. We ensure Endavans have on-demand access to tools and resources that make continuous education part of their daily flow.

**Key learning platforms:**

- **Endava University:** This platform curates personalised content and connects users with both internal and external learning resources.
- **O’Reilly:** Provides unlimited access to tech training, certifications and upskilling material across a wide range of domains.
- **Udemy, Pluralsight, Coursera:** Used for specialised or advanced learning needs, including certifications and emerging topics.



“Our leadership development mission is simple: to empower every individual to shine. Leadership isn’t defined by a title – it’s about the impact you make, regardless of your role or experience.”

Leticia Chajchir  
People Director



## Endava University relaunched

In April 2025, we relaunched Endava University as a dynamic, AI-powered learning platform that adapts to how people learn today. The platform delivers personalised learning recommendations based on individual profiles, desired skills and trending topics within internal communities.

Features include:

- **Multi-format content:** Courses, videos, books, assignments, assessments and links to external partner content
- **Learning journeys:** Curated paths for building deep expertise in key areas
- **Channels:** Thematic collections of content grouped by skillsets or topics
- **Self-directed learning:** Endavans can set personal objectives and track progress
- **Leadership support:** Managers can assign content, monitor team development and access real-time insights
- **Gamification:** Badges, points and leaderboards to encourage participation and engagement

## AI Academy

In March 2025, we launched the AI Academy on Endava University to support widespread adoption and understanding of AI across all roles.

**94%** of Endavans have completed at least one AI Academy course

**30k+** courses completed to date, reflecting strong engagement and interest

The AI Academy includes:

- **AI foundations:** Courses that build AI literacy and explore Endava's ethical approach to responsible AI use.
- **Role-specific learning journeys:** Tailored content for topics such as machine learning, generative AI and Github Copilot.

The AI Academy empowers our people to use AI confidently and ethically, helping us stay at the forefront of technological innovation while maintaining trust and accountability.





## The Endava Wellbeing Programme

Endava Wellbeing is our holistic programme designed to support Endavans and their families in maintaining physical, emotional and mental wellbeing while fostering a sense of connection across our global community.

Now in its fifth year, the programme continues to evolve in response to the changing needs of our people. In FY2025, Endava Wellbeing has introduced over 20 new topics, covering areas such as resilience, mental health, digital wellbeing, nutrition and financial habits. Our goal is to ensure that every Endavan has access to the tools and resources needed to thrive wherever they are in the world.

In FY2025, we launched a regionally tailored delivery model across EMEA, the Americas and APAC to improve accessibility.

**2,700+** participants joined live regional sessions this year

**6,000+** Endavans engaged with ongoing digital resources, wellbeing apps, and global community groups

Our offering includes curated workshops and resources grouped under four wellbeing pillars: Mind, Body, Home, and Community. In addition, we host quarterly masterclasses led by wellness experts that are available to all Endavans.

### Prioritising mental health

Mental health is a cornerstone of our wellbeing strategy. We are committed to fostering a culture where psychological safety, openness and support are prioritised.

Key mental health resources:

**Employee Assistance Programme (EAP):** Available in 27 countries, the EAP provides Endavans and their families with confidential access to licensed mental health professionals, offering counselling, guidance and resources tailored to individual needs.

**Apps:** Endavans can access free daily tools such as guided meditations, breathing exercises and sleep support, providing them with tools to manage stress and improve focus on their own terms.

**Digital content library:** A wide range of on-demand resources – including quick reads, expert videos and wellness tips – support flexible, self-directed wellbeing journeys across the four wellbeing pillars.

#### Wellbeing Champions

Our Wellbeing Champions are trained mental health first aiders available across the business to offer peer-to-peer support, active listening and guidance. In FY2025, our Wellbeing Champion network doubled in size, with 32 trained volunteers, including our first champions in APAC.

These champions serve as approachable, confidential points of contact for Endavans who may be unsure where to start or need help exploring the resources available to them.



#### Celebrating World Mental Health Day

To mark World Mental Health Day in October 2024, we hosted a series of internal masterclasses and regional workshops focused on building resilience, strengthening mental fitness, and developing strategies to navigate life's ups and downs with confidence.

Through the Endava Wellbeing Programme, we are investing in the long-term health, happiness and resilience of our people – because we believe that when Endavans feel supported and connected, they do their best work and help us build a stronger, more sustainable business.



# Inclusion and culture

## Our approach and policies

### Inclusion strategy

At Endava, we are committed to fostering an open, inclusive and respectful environment where every Endavan feels safe, valued and empowered to contribute their unique perspective. We believe that when different voices are welcomed and heard, we create stronger, more adaptive teams capable of delivering smarter and more innovative solutions.

By bringing together a wide range of experiences, skills and backgrounds, we reflect the communities in which we operate and amplify our collective impact. This culture of belonging strengthens our organisation, enhances client relationships and supports sustainable success.

### Values and culture

Our company values are the cornerstone of our identity and culture. They guide how we work, how we treat one another and how we serve our clients and communities. We are:

- **Open:** We have confidence in our abilities, approach and people, so we are open and transparent.
- **Thoughtful:** We care deeply about people, whether they are our employees, customers or our broader communities.
- **Adaptable:** We embrace change and remain flexible, allowing us to operate successfully in complex environments.
- **Trusted:** We build our relationships on trust and integrity.
- **Smart:** We employ clever people who bring skills, experience and talent to craft smart solutions for our customers.

These values are not just words – they are lived daily by Endavans across the globe. They shape our long-term success and set us apart as a company with a clear identity and purpose.

We celebrate individuals who exemplify these values through monthly regional value awards and our Pass It On culture, where knowledge-sharing and peer recognition are encouraged. Endavans can also send e-Thank You messages to recognise colleagues who go above and beyond.

### Inclusion and Belonging Policy

Our **Inclusion and Belonging Policy** reflects and reinforces our core values, particularly being Open, Thoughtful and Adaptable.

The policy outlines four key areas of focus in our inclusion strategy:

- **Inclusive leadership:** We equip our leaders with the tools, mindset and accountability to model inclusive behaviours, foster belonging and create environments where all people can thrive.
- **Inclusive culture:** We prioritise wellbeing, encourage openness and foster an environment that is safe, empowering and respectful for all.
- **Inclusive teams:** We aim to attract, grow and retain people from a wide range of backgrounds and experiences to create teams that are representative of our communities and better equipped to deliver adaptive, client-focused solutions.
- **Inclusive practices:** We embed inclusion into our policies, systems and processes to promote fairness, remove barriers and enable meaningful progress across the employee experience.

Additional priorities may also co-exist to reflect local market, regional or legislative requirements.



“We thrive in environments where we feel a true sense of belonging – where we are respected, empowered, supported in our growth and valued for who we are.”

Lucy Gallagher  
Global Head of Inclusion, Culture and Wellbeing



Additional commitments include:

- Non-discrimination on any protected characteristic, including gender, race, disability, age, sexual orientation and more.
- Merit-based hiring, promotion and development decisions based on skills, and potential.
- Zero tolerance for bullying, harassment (including sexual harassment), and retaliation – across physical, verbal and digital interactions.
- Clear reporting channels via our Speak Up Safely Policy and location-specific grievance procedures.
- Oversight and annual policy reviews by the People Team and Chief Integrity Officer. Violations may lead to disciplinary action, up to and including termination of employment.

Inclusive hiring practices

In FY2025, we conducted an internal audit of our hiring practices to further align our recruitment efforts with our inclusion strategy. The audit reviewed the entire candidate journey – from talent attraction to onboarding – with the aim of identifying and removing potential barriers to inclusion.

Through collaboration with stakeholders across talent acquisition, inclusion and culture, and hiring managers, we gathered insights that led to a targeted action plan. This includes:

- Implementation of bias-awareness training for hiring managers
- Diversification of sourcing channels and attraction strategies
- Addition of a dedicated inclusion statement on all job postings
- Providing reasonable adjustments for candidates with disabilities

We have also increased focus on disability inclusion, with additional training to raise awareness of both visible and non-visible disabilities. As part of this, neurodiversity was one of the featured theme in our Inclusion Spotlight masterclass series (detailed on the next page).

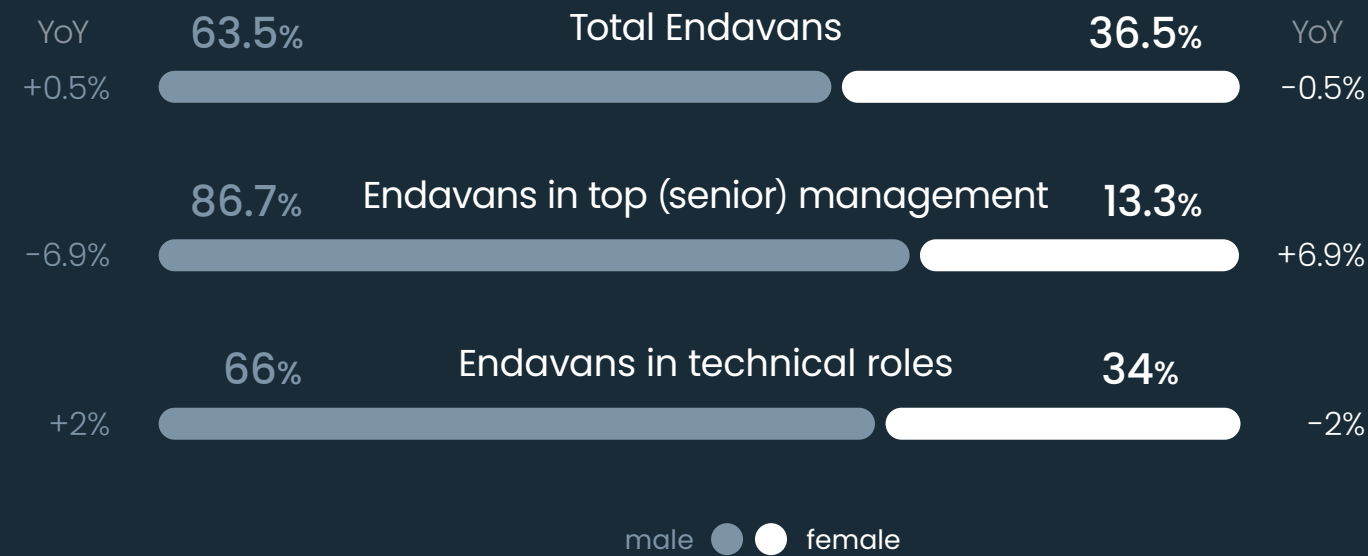
These initiatives reflect our ongoing commitment to create an inclusive employee experience from the very first interaction.

# Endava is all of us

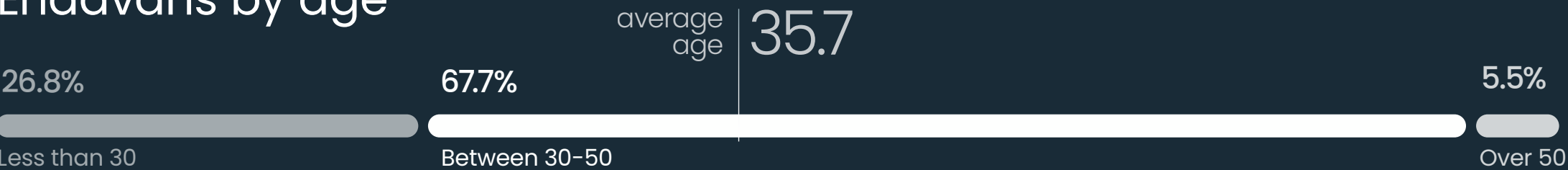
Data for the financial year ended 30 June 2025

11,479  
Endavans globally

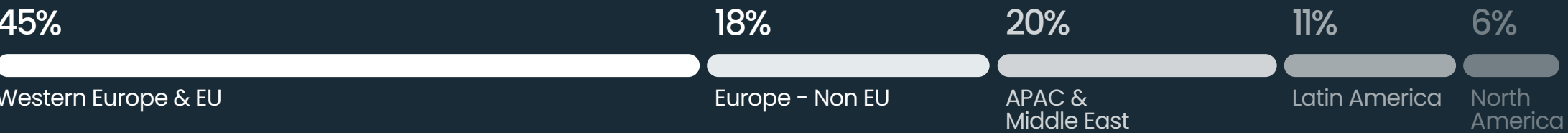
Endavans by gender



Endavans by age



Endavans by geography





# Inclusion programmes

## Inclusion Forum

Our Inclusion Forum brings Endavans from across the globe together to champion inclusion, foster belonging and support a culture where everyone feels respected, empowered and valued.

At Endava, inclusion is not just a principle – it’s a shared responsibility and an opportunity to create lasting impact. Whether driven by passion or curiosity, all Endavans are encouraged to participate. The forum provides a powerful space to connect with colleagues, share perspectives and contribute to meaningful, collaborative initiatives that reflect the diversity of our people.

Guided by six key pillars and supported by our regional Employee Resource Groups (ERGs), the Inclusion Forum amplifies underrepresented voices and drives tangible progress on topics that matter to our global community.

## International Women’s Day

To celebrate International Women’s Day on 8 March, we invited all Endavans to participate in ‘Connection Ripples’, a campaign designed to spark meaningful conversations and inspire action across the company.

The campaign included:

- A series of live masterclasses on topics such as emotional intelligence and inclusive leadership
- In-person and virtual events hosted in various Endava locations
- A dedicated SharePoint page with resources and on-demand access to 12 recorded sessions delivered by international experts

## Cultural Awareness

In FY2025 we continued to expand our Cultural Awareness initiative, helping Endavans develop the cultural agility needed to thrive in diverse, global teams.

- New content was added to our Cultural Awareness Brochure, featuring insights from and about India and Brazil – including practical tips and personal stories from Endavans on enhancing cross-cultural collaboration.
- We also offer a dedicated e-learning module to help our people adapt their communication and leadership styles to be more effective across cultures.

This initiative supports stronger collaboration, builds empathy and reinforces our commitment to inclusive teamwork.

## Inclusion Spotlight

To celebrate and reflect on meaningful moments in the inclusion space, we organised Inclusion Spotlight in June 2025 – a global initiative designed to mark key inclusion themes throughout the year, such as Pride Month and Neurodiversity Pride Day.

The goal of Inclusion Spotlight is to raise awareness, spark dialogue and foster deeper engagement through impactful learning experiences. By spotlighting these important topics, we aim to build a more inclusive culture and equip Endavans with the knowledge and empathy to support one another meaningfully.

As part of Inclusion Spotlight, we hosted **Pride Perspectives**, a series of four live masterclass exploring the importance of inclusive language, the role of allyship, and the lived experiences of LGBTQ+ individuals. These sessions invited participants to reflect on how everyday actions and understanding can create a workplace where everyone feels supported and seen.

We also held **Celebrating Minds – Neurodiversity** – featuring four live masterclasses focused on how different cognitive styles and ways of thinking enrich our teams. The sessions emphasised the importance of inclusive work environments that allow all individuals to thrive – highlighting the practical steps we can take to embrace neurodiversity in our daily interactions and leadership practices.

Beyond live events, Endavans have continuous access to our **Inclusion Learning Library** on Endava University, a curated collection of self-paced digital resources. These cover topics such as: inclusion, cultural awareness, unconscious bias and tools like implicit association tests, to support personal reflection and bias awareness.

These resources are designed to support ongoing learning and to encourage individuals at every level of the organisation to take action in fostering inclusion.





# Human rights

## Our approach and policies

At Endava, we are committed to upholding and promoting human rights and labour standards across our operations and supply chain. Our policies, procedures and practices are aligned with internationally recognised frameworks, including the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights.

As signatories to the United Nations Global Compact, we are also committed to implementing the Ten Principles contributing to the advancement of the UN SDGs.

Our **Human Rights and Labor Standards Policy** outlines our commitments to fostering a fair, inclusive, and respectful work environment, while upholding the rights of individuals impacted by our operations.

Key principles include:

- Zero tolerance for discrimination, harassment, forced labour, child labour and human trafficking.
- Commitment to inclusion, 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.
- Equal pay and merit-based career opportunities for all.
- Support for human rights across our supply chain.

- Consideration of local cultural and legal contexts, with a focus on mitigating social impact, including for local and indigenous communities.
- Respect for freedom of association and collective bargaining where permitted by law.
- Commitment to highest health and safety standards for our people, clients and others affected by our operations.
- Protection of personal privacy, in compliance with applicable laws
- Confidential and non-retaliatory grievance mechanisms, through our global Speak Up Safely policy and reporting channels.

The Human Rights and Labour Standards Policy is reviewed annually by the People Team and subject to approval by the Controls and Policy Committee, ensuring that it remains relevant, effective and aligned with global standards and best practices.





# Human rights programmes

## Adequate wages

At Endava, we are committed to providing fair and competitive wages and benefits that support a respectable standard of living and promote work-life balance for all our people.

We offer market-aligned compensation in every country where we operate, enabling us to attract and retain top talent while maintaining our reputation as a responsible employer. In many locations, our pay levels are significantly above national minimum wage requirements, including the Living Wage benchmark in the UK.

Where statutory wage frameworks are not established, we use industry and market benchmarking to ensure that our compensation practices reflect appropriate living wage standards.

In addition to base pay, our remuneration programmes are designed to:

- Provide meaningful benefits tailored to local needs
- Offer equity in reward structures, regardless of location or background

## Collective bargaining agreements

Endava respects and upholds the rights of our people to freely associate, join unions and engage in collective bargaining, provided such activities are permitted under local laws.

As of 30 June 2025, approximately **37.2%** of our people globally were covered by a collective bargaining agreement. These agreements typically address key employment topics, including: health and safety standards, employee rights and working conditions, wages and compensation, leave and time-off management, career development and training opportunities, inclusion and prevention of discrimination and harassment.

We view collective bargaining as a constructive mechanism for dialogue and cooperation between the company and our people, contributing to a fair and transparent workplace.

## Grievance mechanisms

Our Speak Up Safely Policy provides a secure and confidential process for our people, contractors, suppliers and other stakeholders to report concerns about: unauthorised use of company finances; questionable accounting or auditing matters; breaches of our Code of Conduct; unfair treatment; concerns about modern slavery; health and safety risks; bullying, harassment or victimisation; sexual or physical abuse; or damage to the environment.

We maintain a strict non-retaliation policy, ensuring that all individuals can raise concerns without fear of reprisal. Reports can be made anonymously through secure channels, including the Speak Up Safely service and dedicated email address.

Endava is committed to maintaining a safe, ethical and respectful working environment.

## Anti-slavery and human trafficking

Endava has zero-tolerance for any form of modern slavery or human trafficking. We are firmly committed to ensuring that forced labour, child labour, sexual exploitation or abuse has no place in our operations or our extended supply chain. In line with our legal obligations, we publish an annual Modern Slavery Statement in accordance with the UK Modern Slavery Act 2015 and Australia’s Modern Slavery Act 2018.

This public disclosure reflects our continued vigilance in safeguarding human rights, promoting ethical business conduct and ensuring transparency across our operations and supply partnerships.

## Sustainable procurement

At Endava, we are committed to working with suppliers who share our values and uphold high standards of sustainability, ethics and human rights. We recognise that procurement plays a critical role in addressing social and environmental concerns and we continue to strengthen our approach to supply chain responsibility as part of our broader ESG strategy.

We are actively working to better understand and measure the impact of our supply chain, focusing on opportunities to drive closer alignment with our ESG goals, including transparency and human rights protections.

All strategic suppliers – those with significant influence on our operations – are required to acknowledge and accept our Modern Slavery Statement as part of the onboarding process and formally sign the Supplier Code of Conduct, which includes clear requirements in the human rights area. This is a critical step in ensuring our extended value chain reflects our commitment to ethical and responsible practices.

More details on our sustainable procurement practices are available in the [Operating Responsibly](#) section and the [Environmental Impact](#) section of this report.



# People engagement

At Endava, we believe that everyone deserves a voice and that engagement is strongest when people feel heard, informed, and connected to the company’s direction. Our Board and Executive Team are committed to fostering open dialogue and ensuring Endavans are engaged and empowered at every level.

We recognise that meaningful engagement requires a variety of communication channels and formats, tailored to the needs of our globally distributed workforce.

Our CEO and Executive Team actively engage with our people, through a range of channels, including:

- **Endava Gatherings:** live regional and global broadcasts where leaders provide updates on strategic priorities, innovations and development across the business. These sessions include live Q&A segments, with questions submitted in advance by Endavans to ensure open dialogue on key topics.
- **Regional and local meetings:** Gatherings are then followed up by regional and local All Hands meetings where Endavans ask more localised questions and receive more in-depth information.
- **Quarterly CEO newsletters:** Regular digest-style updates that summarise business decisions, performance highlights and notable developments.
- **Leadership emails:** Direct communication from senior leaders, sharing timely information and reinforcing company-wide goals and initiatives.

**Endava Gatherings**  
**Stats for our Bogota edition - January 2025**

**Attendance**

**5,400** Endavans joined the live broadcast

**667** Endavans watched the recording

**Engagement**

**100** questions received pre-event from across the company

**95%** Endavans responding the post-event survey had follow-up questions





# Community engagement

At Endava, we are committed to making a positive difference in the communities where we live and work. Through strong strategic partnerships with NGOs and employee-led initiatives, we focus on the areas where we can have the greatest impact: education, health, the environment and humanitarian aid.

Our approach combines local engagement with global coordination, working to ensure that our impact is both meaningful and far-reaching. Endavans around the world bring to life our culture of kindness and contribution through volunteering, fundraising and collaborative action.

Our **Giving Policy** guides how we engage in charitable giving, forming part of our broader We Care strategy.

We support initiatives that align with our values:

- Employee fundraising
- Client-sponsored charity events

All donations are reviewed by our **Chief Integrity Officer, CFO** and the **ESG Giving Team**, to ensure alignment with our standards. We only support registered charities that meet our eligibility requirements, including passing due diligence and presenting no reputational risk. We do not donate to individuals, political or religious organisations or branding and recruitment events not tied to social impact.





# Global projects



## Endava Thank You Forest

Launched in 2021, the Endava Thank You Forest, is a global tree-planting initiative rooted in the belief that small acts of appreciation can lead to lasting, positive change.

For every e-Thank You message sent between colleagues, a tree is planted, connecting personal recognition with real-world environment impact.

In FY2024, we expanded the programme with Thank You Forest Goes to School, engaging students in small communities to plant trees. In FY2025, the initiative grew further as teams in Moldova and Bosnia and Herzegovina partnered with local schools to extend the forest’s reach.

Thank You Forest represents more than tree planting – it’s an Endava-wide movement that transforms everyday gratitude into meaningful action for people and the planet.



## Meaningful Miles goes global

What began as a local initiative to encourage movement and connection has grown into an Endava-wide campaign of teamwork and impact.

Meaningful Miles is our internal fitness and fundraising challenge in support of Médecins Sans Frontières (Doctors Without Borders), an independent humanitarian organisation delivering emergency medical aid around the world.

In FY2025, our global community came together with the ambitious goal of virtually circling the Earth – 24,901 miles in 80 days. Endavans across 24 countries and 4 continents joined forces through:

- Walking, running, cycling and even dancing
- Forming 80 teams with around 560 participants
- Promoting physical wellbeing and global teamwork

Endava kick-started the campaign with a €5,000 donation. Endavans reached our mileage goal in just two weeks and raised a total of €10,351 – a collective show of support for medical professionals working in crisis zones around the world.

## Be a Lifeline: Blood donation campaign

At Endava, compassion and community are embedded in our culture and few efforts reflect this better than our ongoing Be a Lifeline blood donation campaign.

Endavans around the world continue to show up with empathy and commitment, donating blood to help meet urgent needs, whether in response to shortages or simply to help those whose lives depend on it. Our people understand that the act of giving can save lives.

Building on the momentum of past years, Be a Lifeline has grown into a global movement, connecting teams across cities, countries and continents in a shared mission to make a difference. From Bucharest to Sarajevo, and Chisinau to Ho Chi Minh City, Endavans have mobilised through:

- In-office donation drives
- Mobile collection units and transportation support
- Partnerships with local blood banks

By removing barriers and creating opportunities to give, we’ve made it easier than ever for our people to participate in this life-saving initiative.

Be a Lifeline is no longer just an annual event; it’s a sustained, growing part of our global giving culture. It reflects what it means to be Thoughtful at Endava – not just about the work we do, but about the lives we can touch along the way.

With each donation, we’re not only giving blood – we’re giving hope.





## Local projects

### Contributing to educational and humanitarian aid projects in India

In India, Endava is proud to make a meaningful difference by partnering with highly respected, impact-driven NGOs that champion education, healthcare and humanitarian aid. At the heart of our efforts lies a deep respect for human dignity, empathy and inclusion – supporting those most vulnerable in society through long-term, values-aligned collaborations.

One of our key partnerships is the **Bangalore Hospice Trust – Karunashraya**, an organisation that has been providing free palliative care to cancer patients for over 25 years. Their holistic approach includes providing accommodation, meals, nursing and counseling and ensuring that patients experience comfort, compassion and dignity in the final stages of life.

This collaboration reflects Endava’s commitment to thoughtful care and human connection beyond the workplace.



We are also honored to partner with the **Sri Rakum School for the Blind**, an NGO that serves as a beacon of inclusive education in India. The school offers free education, meals and academic support from primary levels through to master’s degrees, having a strong ethos of empowerment, independence and opportunity for children who are blind or partially sighted. Their work ensures that visual impairment is never a barrier to achieving potential.

Endava supports the **Prashanthi Balamandira Trust**, an NGO in India with over 40 years of experience helping children from all backgrounds receive free, quality boarding school education as well as free healthcare. We are proud to contribute to their vision and longstanding mission of opening doors to opportunity for those who might otherwise be left behind.

Our partnership with the **Snehashraya Foundation** supports their focused efforts to serve underprivileged children and elderly individuals. Their work includes providing children with free education, safe housing and nutritious meals. They also extend support to seniors through food distribution and medical aid.

Though small in scale, Snehashraya’s inter-generational model of care is deeply impactful and we are proud to stand behind their mission of community resilience and dignity for all ages.



### The Spirit of Giving: Winter Charity Campaign in Central Europe

In December, Endavans across our Central European locations came together to embrace the true spirit of the season: compassion, generosity, and community. Our Winter Charity Campaign showcased the incredible power of kindness in all its forms, as teams united to support local causes and bring joy to those in need. Highlights from across the region included:

- Romania and Moldova: Endavans hosted festive charity fairs, raising funds and collection holiday gifts for underprivileged families.
- Bulgaria: Sweetness met generosity in bake-off events, with proceeds going toward scholarships for talented students in financial need.
- Poland: Our team extended financial aid and essential donations to help a family experience the joy and comfort of the holiday season.
- Serbia: We collected and delivered school supplies and toys to children facing health challenges and educational barriers.

Through initiatives like these, we continue to cultivate a culture of compassion, collaboration and purpose – demonstrating how the power of our global community can make a meaningful, measurable impact on society and the environment.



# Operating Responsibly

We are committed to acting ethically and with the highest levels of integrity and to safeguarding data privacy and security by aligning with industry best practices.





# Operating responsibly overview

“Operating responsibly is fundamental to maintaining a healthy, robust and sustainable business. Our clients, investors and fellow Endavans must trust that we are always doing the right thing. This commitment is central to our focus and deeply rooted in our core purpose and values.”

Rohit Bhoothalingam  
Group General Counsel



This section outlines our material topics related to governance including **corporate governance, data privacy and information security**. We also provide additional disclosure on areas we consider relevant, such as business continuity and corporate governance.

Operating across diverse geographies, in an increasingly complex business environment, maintaining Endava’s reputation for integrity remains a key priority. We are committed to upholding the trust of our stakeholders by ensuring strong governance practices, adherence to the highest standards of business conduct and compliance with international legal requirements.

We are committed to ethically conduct and the highest standards of integrity, with a focus on safeguarding data privacy and security in alignment with industry best practices. Endava’s Board of Directors shares collective responsibility for the company’s long-term success, and we actively encourage all Endavans to uphold these principles and operate responsibly.

Starting this year, we have removed the dedicated section on tax transparency as it is not considered a material topic based on our double materiality assessment. However, details of our tax strategy remain publicly accessible on our [website](#).



# Corporate governance



“Responsible business is more than a safeguard – it’s a catalyst for lasting impact. As emerging trends in technology and AI continue to evolve, it’s clear that ethics and integrity must be embedded into every decision we make. This mindset shapes how we redefine innovation and build enduring trust.”

Ilija Gospodinov  
Group Head of Integrity

Our Code of Business Conduct and Ethics embodies our core values and guides the way we work. At Endava, our people-centric culture and shared values define who we are and shape how we operate – not just as technologists and professionals, but as responsible human beings. These principles drive our actions across all levels of the organisation.

To foster a consistent culture of ethical behaviour across our global organisation, we maintain a comprehensive set of group-wide policies that promote responsible business conduct and reinforce our commitment to integrity and transparency. Internally, we support these standards through mandatory training programmes and ongoing communication efforts that ensure all employees are well-informed about our business conduct guidelines.

We are equally committed to working with suppliers who reflect our values and uphold strong sustainability standards. We recognise the strategic role of procurement in addressing social and environmental issues and we continue to enhance our business understanding and oversight of supply chain impacts. Our goal is to ensure greater alignment between our sourcing practices and our broader ESG ambitions.

To ensure compliance and operational integrity, we have implemented internal controls. Additionally, our Speak Up Safely process provides a secure and accessible channel for all stakeholders to report concerns or unethical behaviour. This mechanism is central to maintaining the high standards of integrity we have set for ourselves.

## Policies

Endava’s Code of Business Conduct and Ethics (Code of Conduct), supported by a suite of group-wide policies, guides how we work respectfully with one another, help our clients succeed and mitigate risk by delivering responsibly – to the market, to our investors and to society at large.

Our relationships with colleagues, clients, suppliers and partners are built on the strength of our values, especially trust and openness. To uphold these principles, we follow well-defined and mandatory guidelines on areas such as gifts and hospitality, sponsorships, donations and conflicts of interest. These are not merely best practices; they are essential safeguards that ensure transparency and support the high ethical standards we expect of ourselves and others.

Our business conduct policies apply to all Endava personnel, including directors, officers, executives, employees and temporary or contract staff. They also extend to our subsidiaries, majority-owned businesses and external stakeholders such as agents, vendors and contractors.

### Code of Business Conduct and Ethics

Our Code of Conduct outlines the ethical principles that govern our operations and relationships. It reinforces our commitment to honesty, legal compliance and responsible business practices which are vital to preserving Endava’s integrity and reputation.

The Code of Conduct defines clear expectations for ethical behaviour across the organisation. It covers the following key areas:

- **Honest and ethical conduct:** We conduct all internal and external interactions ethically, honestly and fairly.
- **Avoiding conflicts of interest:** Personal interests must not interfere with Endava’s interests. All actual, potential, or perceived conflicts must be disclosed promptly and transparently.
- **Anti-bribery and corruption:** We strictly prohibit offering, giving, or receiving bribes or improper advantages, whether involving public officials or private individuals.
- **Use of company assets:** Company resources – including confidential information and IT systems – must be protected and used solely for legitimate business purposes.
- **Confidentiality and inside information:** We do not disclose confidential or inside information without proper authorisation and comply fully with applicable securities and data protection regulations.
- **Accurate reporting:** We are committed to full, fair, accurate, timely and understandable financial and non-financial reporting.
- **Sustainability and ESG commitments:** Endava upholds its commitment to fair wages, inclusion, human rights, safety, privacy and environmental responsibility.



Anti-Bribery and Anti-Corruption Policy

Endava maintains a comprehensive framework of policies designed to uphold ethical behaviour, legal compliance and a culture of integrity across our global operations. The following are key principles and prohibitions embedded in our Anti-Bribery and Anti-Corruption Policy:

- **Bribery is strictly prohibited:** Offering, giving, requesting or receiving anything of value to improperly influence a business decision is strictly forbidden, whether in the public or private sector. We also follow specific protocols when engaging with public officials to ensure compliance with applicable legal and ethical standards.
- **Third-party risk:** We recognise that Endava may be held accountable for the actions of third parties acting on our behalf. Therefore, due diligence is mandatory before engaging intermediaries such as agents or consultants, and contracts must include anti-bribery clauses.
- **Gifts and hospitality:** All gifts and hospitality must be appropriate, proportionate, of reasonable value and provided openly and transparently. Gifts or hospitality that are of more than insignificant value require prior approval, and cash or cash equivalents are strictly prohibited. Our **Gifts and Hospitality Policy** and accompanying Register are intended to ensure that all exchanges are ethical, lawful and free from undue influence.

- **Facilitation payments:** Even where culturally accepted, small payments intended to expedite routine governmental actions are prohibited.
- **Political donations:** Political contributions on behalf of Endava are not permitted.
- **Charitable donations:** Charitable donations must have formal approval and cannot be used to improperly influence or reward someone’s actions

Additional policies and controls

Conflicts of Interest Policy

Endava’s Conflicts of Interest Policy is intended to ensure that all decisions are made in the best interest of the company and to promote honest and ethical conduct. The policy includes practical examples and outlines the process for disclosing and resolving actual, potential or perceived conflicts of interests.

Anti-Fraud Policy

Reinforcing our commitment to ethical behaviour and legal compliance, our Anti-Fraud Policy provides a framework for controls aimed at the prevention and detection of fraud, including internal reporting procedures. The policy protects the integrity of our organisation and the interests of all stakeholders.

Procurement Policy and Supplier Code of Conduct

Our Procurement Policy establishes clear principles and acceptable practices for the procurement of goods and services. It emphasises integrity, transparency, business ethics, effective competition and accountability. Embedded within this policy is our Supplier Code of Conduct, which outlines expectations for all suppliers, including ethical behaviour, legal compliance, respect for human rights and environmental stewardship.

Speak Up Safely Policy

Our Speak Up Safely Policy encourages employees, contractors, suppliers and other stakeholders to raise concerns about unethical, unlawful or unsafe behaviour without fear of retaliation.

Reports can be made:

- Through direct conversations with a line manager;
- Via a member of the Integrity or People team;
- Anonymously, using our AI-powered platform, Speeki, which facilitates secure, confidential reporting; or
- To the Chief Integrity Officer.

Endava is committed to fostering a culture where everyone feels responsible for upholding our ethical standards and empowered to speak up when those standards are at risk.





# Governance

Endava is committed to strong governance practices that support ethical conduct, regulatory compliance and organisational accountability.

## Policy oversight and enforcement

All company policies undergo an annual review and approval process by the Controls and Policy Committee. Depending on the severity of the breach, violations of these policies may result in disciplinary action, up to and including termination of employment and potential legal consequences.

## Ethical oversight and integrity management

- **Code of Conduct:** Managed and regularly reviewed by our People Operations team to ensure it reflects current ethical standards and business practices.
- **Anti-Bribery and Anti-Corruption Framework:** led by the Integrity team, this framework encompasses the Anti-Bribery and Anti-Corruption Policy, Conflicts of Interest Policy and Gifts and Hospitality Policy.
- **The Integrity team** also maintains critical compliance registers, including:
  - Gift and Hospitality Register
  - Conflicts Register
  - Register of Engagements with Public Officials

The team is responsible for reviewing and managing all relevant disclosures to prevent conflicts and ensure transparency.

## Internal controls and risk mitigation

Endava operates a comprehensive internal control framework designed to manage risk and promote accountability, underpinned by annual fraud risk assessments. Our SOX and Internal Controls team leads the annual review and update of the Anti-Fraud Policy. Findings and updates are reported to the Audit Committee to ensure continued transparency and oversight.

## Supplier governance

As a part of the enhanced supplier onboarding process introduced this financial year, all strategic suppliers are required to sign the **Supplier Code of Conduct**.

More details on how we engage with our suppliers to uphold high standards of sustainability across our supply chain are available in the [Our People and Communities](#) section and the [Environmental Impact](#) section of this report.





## Training and continuous improvement

At Endava, we recognise that fostering a culture of integrity and ethical conduct requires ongoing education and awareness. Our training programmes are designed to reinforce our values, clarify expectations, and support all Endavans in upholding our high standards of behaviour.

### Annual Code of Conduct training

Every year, all Endavans are required to participate in a mandatory **Code of Conduct e-learning module**. In FY2025, the module covered key areas including:

- Anti-bribery
- Fraud prevention
- Inclusion and belonging
- Employee privacy
- Our Speak Up Safely policy

In FY2025, **99%** of active Endavans successfully completed the training and attested to adherence to our core policies.

### Access to policies and guidelines

To support ongoing awareness:

- All employees are provided with an **Employee Handbook** upon onboarding.
- Comprehensive policies are readily available on our corporate intranet for ongoing reference.

### Specialised training initiatives

- Anti-Bribery Training: Delivered to relevant personnel, with periodic refresher courses.
- Anti-Fraud Training: Mandatory for designated employees to strengthen internal controls and fraud risk awareness.
- Encouragement to business partners: We promote ethical alignment by encouraging business partners to adopt implement similar training within their own organisations
- Sustainable Procurement Training: All the buyers in our procurement team have completed a course focused on ESG and sustainable procurement matters.

### Integrity in Action Programme

In FY2025 we launched ‘Integrity in Action’ – a communications and refresher campaign aimed at embedding compliance in everyday activities. This initiative includes:

- Practical guidance on declaring gifts and hospitality
- Steps on disclosing potential conflicts of interest
- Procedures for obtaining approval related to donations and sponsorships

The programme supports those regularly engaging with clients and suppliers, making ethical compliance second nature.

### Speak Up Safely support

Beyond our established reporting channels, we have appointed **15 trained Speak Up Safely representatives** across our organisation. These representatives:

- Serve as impartial points of contact
- Provide confidential guidance and support
- Help Endavans navigate available reporting options.

By adding a personal, approachable element to the process, these representatives help ensure concerns are addressed respectfully and transparently.

## Certifications and credentials

In November 2024, Endava’s UK headquarters achieved **ISO 37001 certification**, an internationally recognised standard for anti-bribery management systems. This milestone reflects our unwavering commitment to upholding the highest standards of ethical conduct, integrity and transparency in our business practices.

With only approximately 8,000 organisations **worldwide** certified under ISO 37001, this achievement places Endava among a select group of companies with a demonstrably robust approach to anti-bribery compliance.

The certification confirms that we have implemented a comprehensive framework designed to:

- Prevent bribery through clearly defined policies and procedures
- Detect potential risks through ongoing monitoring and assessment
- Respond effectively with established escalation and remediation protocols

This recognition reinforces our proactive stand on risk mitigation and our dedication to fostering a culture of accountability and ethical decision-making throughout our global operations.



# Data privacy and information security



“At Endava, we are committed to long-term sustainability and operational excellence by fostering a culture of continuous improvement and investing in scalable, secure infrastructure. These efforts are central to protecting our people, clients and operations in an ever-evolving business landscape.”

Alasdair Redmond  
CIO

## Cyber security and data privacy

Cyber security and the protection of our IT infrastructure are fundamental to enabling our clients to build innovative, transformative technological solutions. At Endava, we recognise that maintaining a secure digital environment is essential to fostering trust, driving innovation and ensuring long-term business resilience.

### Proactive security measures

In an increasing complex and evolving digital landscape, we aim to stay ahead of emerging threats by:

- **Integrating best-in-class security practices** across our systems and development processes.
- **Investing in advanced security programmes** designed to strengthen our infrastructure.
- **Maintaining robust security certifications and credentials** designed to demonstrate our compliance with applicable standards.

We also place a strong emphasis on empowering our people:

- **Ongoing awareness and training initiatives** help all Endavans understand their role in safeguarding information.
- **Artificial intelligence and automation** are integrated into our security operations to improve threat detection, response time and efficiency.

## Commitment to data privacy

We are deeply committed to protecting personal data and ensuring that any processing – whether conducted by Endava or our stakeholders – is consistent with applicable laws and regulations. Our approach includes:

- **Secure handling of personal data** belonging to employees, clients, suppliers or partners.
- **Privacy governance frameworks** to support lawful, responsible and ethical data use.
- **Ongoing updates** to reflect evolving technologies, particularly as we transition into an **AI-native organisation**.

As we continue to scale our use of artificial intelligence, we recognise the increasing importance of strong privacy governance – not just to comply with applicable law, but to promote the **ethical and accountable use of AI** across all areas of our operations.

## Policies

We centrally manage our policies and procedures relating to information security, cyber security and data privacy. This approach enables us to maintain robust, consistent standards across our global operations, ensuring our practices remain resilient and responsive to the evolving global risk landscape.

## Information Security Policy

Endava’s Information Security Policy demonstrates our strong commitment to safeguarding the confidentiality, integrity and availability of information assets, both physical and digital. We operate under a comprehensive Information Security Management System (ISMS) that aligns with the ISO/IEC 27001 standard. Key features of this policy include:

- **Information classification and protection:** All information is classified and protected according to its level of criticality.
- **Data ownership and risk management:** Designated owners are assigned to critical data and services, with mandatory risk assessments conducted regularly.
- **Access control:** Access to data and systems follows the ‘need-to-know’ principle, minimising exposure and enhancing security.
- **Security awareness:** All personnel undergo security awareness training designed to foster a culture of vigilance.
- **Secure system development:** Security considerations are integrated into system development lifecycles.
- **Incident response:** Clear procedures are in place to guide Endava in responding to security breaches effectively.
- **Regulatory compliance:** The policy is consistent with the relevant legal, regulatory and contractual obligations.



Cyber Security Policy

Our **Cyber Security Policy** complements the broader information security framework, focusing on protecting Endava’s digital infrastructure and data through clearly defined practices, responsibilities and controls.

Highlights include:

- **Guiding principles:** We prioritise the confidentiality, integrity and availability of our systems and data, applying the principles of least privilege and layered defenses.
- **Scope and responsibility:** The policy applies to all directors, executives, employees, independent contractors and service providers. The cyber security department is responsible for the development, implementation, training and incident response coordination.
- **End user and server security:** Protocols cover secure device use, password management, remote working, software controls and encryption practices.
- **Incident response and testing:** We maintain formalised response procedures, proactive vulnerability management and conduct regular security assessments.
- **Physical and travel security:** Measures include office access control, clean desk policy, secure device management and travel-specific security guidance.
- **Third-party risk management:** Vendors requiring access to Endava or client data are required to undergo regular cyber security assessments and accept contractual obligations for data protection.



Data Privacy Policy

We manage our **data privacy policies** at the group level to ensure consistency and compliance with rapidly evolving global privacy laws.

Our **Global Internal Privacy Policy** outlines our commitment to protecting personal data throughout our global operations.

Key aspects include:

- **Regulatory compliance:** We comply with relevant data protection laws, including the GDPR, UK GDPR and other applicable legislation in the jurisdictions where we operate.

- **Scope:** The policy applies to all Endava directors, employees, contractors and third-party service providers across all entities.
- **Personal data categories:** information collected includes personal identifiers, contact details, employment and payroll records, CCTV footage, IT usage data and, in certain cases, health and ethnicity data.
- **Purpose of data use:** Personal data is processed solely for legitimate purposes, including employment administration, legal and regulatory compliance, health and safety, and performance monitoring.

- **Privacy principles:** The policy articulates the legal basis for processing, data sharing, retention standards, and individual rights.
- **Supporting annexes:** Includes dedicated annexes covering data breach response plan, country-specific legal requirements and CCTV policy.

Additionally, our **Privacy Notice** communicates how we collect, use and store personal data on our [website](#). This notice applies to website visitors and job applicants and aligns with our marketing policies and practices which adhere to the European Union’s General Data Protection Regulation (GDPR).



# Governance

We aim to maintain a robust and mature Information Security Governance framework that reflects Endava’s commitment to ethical governance, client trust, regulatory compliance and operational resilience. This framework is fully integrated into our overarching corporate governance structure and is designed to align with internationally recognised standards, such as ISO/IEC 27001 and the NIST Cybersecurity Framework.

## Oversight and strategic direction

**Endava’s Controls and Policy Committee (CPC)** has formal oversight of all security policies and governance mechanisms. This committee is responsible for the annual review and approval of specific corporate security policies, ensuring they remain responsive to changes in the threat landscape, regulatory developments and business priorities.

Endava’s Board of Directors assesses cyber security risks on a quarterly basis. In addition, we conduct ongoing reviews of our regulatory obligations and participate in external benchmarking initiatives to validate the maturity and effectiveness of our security programmes.

## Governance execution and organisational structure

Operational execution of security governance is delegated to the **Information Security Department**, which comprises:

- **Cyber Security Center of Excellence (CSCoE):** focused on security operations and response.
- **Chief Information Security Officer Office (CISO Office):** provides strategic direction, ensures policy alignment and drives compliance initiatives.

Both units report directly to the Chief Information Security Officer (CISO), ensuring that information security is deeply embedded in executive decision-making processes.

## Governance capabilities

Our security governance framework includes the following capabilities:

- **Defense-in-depth strategy:** Implementation of layered security controls, including access restrictions, encryption and secure software development protocols.
- **Vendor risk management:** Third-party risk assessments and remediation plans in alignment with ISO 27001 and SOC2 requirements.
- **Incident response governance:** A structured response protocol that addresses legal privilege, client communications and regulatory disclosures, as appropriate. This framework is aligned with global standards including the GDPR and the U.S. SEC disclosure guidance.

## Data privacy governance

Our privacy policies undergo formal review and up-dates at least annually. In FY2025 we prioritised making key privacy policies agile and responsive to both regulatory demands and evolving business needs.

**The Group Head of Data Privacy leads our global privacy function**, supported by regional legal professionals. This team provides comprehensive privacy oversight across jurisdictions, ensuring we remain compliant with expanding global privacy laws.

As privacy regulations continue to evolve beyond the GDPR, our privacy team has scaled its operations to meet this complexity. Regular All Hands meetings are held to discuss regional developments, key performance indicators risk trends and mitigation strategies.

The Group Head of Data Privacy also engages regularly with leaders across IT and security, human resources, commercial and marketing functions. Through these interactions, privacy by design principles are being embedded across all business areas, strengthening privacy compliance and awareness organisation-wide.

## Data governance innovation

To reinforce a culture of responsible data use, we have established a **Data Community** that includes designated **Data Champions** from across the business. This community is co-chaired by the Group Head of Data Privacy and serves as a platform to promote strategic and ethical data practices internally. This initiative exemplifies our commitment to continuous innovation in how we manage and govern data.



“Our Data Privacy function is designed to uphold legal protections around personal data in a manner that enables innovation. We view privacy not as a constraint, but as a strategic enabler that empowers responsible growth, both in how we serve our clients and how we operate internally.

The Privacy Team remains committed to supporting the business through impactful training, effective policy implementation and expert guidance aligned with global best practices.

As privacy laws become more stringent worldwide, our goal is to be a centre of excellence and trusted source of knowledge – for the benefit of our business, of our people and our clients.”

Jesutofunmi Idowu  
Group Head of Data Privacy





## Training and continuous improvement

At Endava we recognise that our people are our first line of defense – forming a vital ‘human firewall’ against security and privacy threats. All Endavans are required to complete **security awareness training** during onboarding and on an annual basis. This foundational training supports all team members in understanding their role in protecting the organisation’s information assets.

To reinforce this awareness, we conduct regular **simulation-based testing** designed to help Endavans identify and appropriately respond to potentially malicious communications. These simulations are designed to foster vigilance and enhance our collective resilience against cyber threats.

In FY2025, we expanded our data privacy training programme to make it more accessible and engaging. In addition to the annual privacy training, we introduced a series of short, topic-specific videos modules covering key privacy topics. These videos provide a user friendly and informative resource that allows our people to access critical privacy information at their convenience.

We also continue to deliver tailored, sector specific training to teams handling personal data. This includes customised training sessions for our sales and marketing, human resources, recruitment and delivery teams, ensuring that each group receives relevant guidance aligned with their specific data-handling responsibilities.

Through these initiatives, we maintain a culture of continuous learning and proactive risk management – equipping our people with the knowledge and confidence to safeguard information and uphold privacy standards across all areas of our business.

## Programmes

### Cyber Security Centre of Excellence (CSCoE)

Endava’s Cyber Security Centre of Excellence (CSCoE) plays a central role in delivering advanced, proactive, and adaptive security services that address the evolving threat landscape. We are making significant investments in the future of cyber security, particularly in automation and the integration of artificial intelligence, to strengthen our predictive analytics and threat detection capabilities. These innovations are designed to enable us to anticipate and neutralise threats more effectively, reinforcing the resilience of both our systems and those of our clients.

Our **Cyber Threat Intelligence** team continuously monitors global threat vectors and delivers real-time, contextual insights. This intelligence empowers timely and informed decision-making, supporting us in detecting, analysing and responding to malicious activity with greater accuracy and speed. In addition to enhancing our own security strategies, this capability ensures our strategies remain aligned with industry-specific risk profiles and dynamic regulatory requirements .

Supporting this effort is our 24/7 Security Operations Centre (SOC), which monitors cloud, network and endpoint environments across our enterprise and client infrastructure. By proactively analysing behaviour across the attack surface and identifying vulnerabilities before they can be exploited, our SOC helps mitigate risk and reduce incident response times.

### Cloud security

Cloud security is foundational to Endava’s operations and to the trust we build with our clients. That is why we’ve embedded a security-first mindset into our cloud architecture – focusing on safeguarding critical infrastructure, data and services through a proactive approach.

Our teams employ industry-recognised, cloud-native tools that are designed to deliver scalable, efficient and resilient protection across various environments. These tools enhance visibility and control at every layer of the cloud ecosystem, enabling us to embed security directly into the design and deployment of our cloud solutions.

Security at Endava is a collaborative effort. We partner closely with internal teams and strategic external partners to incorporate best-in-class practices and stay ahead of emerging threats. This collaborative model ensures that our cloud environments are secure by design, future-ready and aligned with both client needs and industry standards.

Through the ongoing vigilance of our **Security Operations Centre** and specialised teams, we remain up to date with the latest developments in cloud security, empowering our clients to operate securely and innovate with confidence.



## Certifications and credentials

Endava maintains a comprehensive suite of security and quality certifications that reinforce our commitment to protecting client data, upholding regulatory compliance and delivering excellence in digital services.

### SOC 2 Attestations

Since December 2020, Endava has held a **System and Organisation Controls (SOC) 2 Type I** attestation for our software development and managed services operations. This certification provides assurance to our clients that their data is handled in accordance with the **SOC 2 Trust Service** criteria: security, availability and confidentiality.

Building on this foundation, we have successfully completed annual **SOC 2 Type II** audits since 2021. In January 2025, we achieved our fourth consecutive SOC 2 Type II attestation covering both software development and our ‘Run by Endava’ operations. This milestone demonstrates our sustained commitment to implementing and operating the most rigorous controls to ensure data security, availability and confidentiality.

The SOC 2 framework, developed by the American Institute of Certified Public Accountants (AICPA), is widely recognised as a ‘gold standard’ for evaluating the effectiveness of security practices among service providers.

### ISO/IEC 27001 – Information Security Management

We are actively expanding **Information Security Management System (ISMS)** in alignment with the ISO 27001 standard across our global delivery locations.

At the end of FY2025, approximately **60% of Endava legal entities achieved the ISO 27001 certification.**

This certification attests to the strength of our security practices, demonstrating robust controls that are designed to mitigate risks, prevent unauthorised access, and protect confidentiality, integrity and availability of data across our systems.

### TISAX – Automotive Industry Security

Our offices in Berlin and Timisoara are certified under **Trusted Information Security Assessment Exchange (TISAX)**, an internationally recognised data security standard for the automotive industry. In December 2022, our Berlin location passed its initial TISAX audit. Following a successful scope extension audit in April 2024, the certification was extended to a new Berlin site. In June 2024, our Timisoara (Romania) office was also awarded TISAX certification. These certifications are valid through 2025, at which time Endava plans to renew them to maintain compliance and client confidence.

### Cyber Essentials – UK Government Certification

Since April 2024, Endava has maintained Cyber Essentials Certification, a UK government backed programme administered by the National Cyber Security Centre. The certification confirms that we meet fundamental cyber security requirements and are protected against a wide range of common cyber threats. We successfully renewed our certification in April 2025, underscoring our ongoing commitment to security best practices.

### ISO 9001 – Quality Management System

Endava’s Quality Management System (QMS) is certified to the ISO 9001 standard. Our QMS is embedded within the Endava Adaptive Model (TEAM) and ensures consistent delivery of high-quality digital products and services. Internal audits and cross-project reviews provide continued monitoring and improvement throughout the project lifecycle, helping us uphold the highest standards in delivery excellence.

### Cyber security ratings

Endava continues to demonstrate leadership in cyber security through top tier ratings from leading security benchmarking platforms:

- **BitSight:** We maintain a BitSight score in the Advanced range, exceeding the industry average. This rating reflects a lower-than-average risk of ransomware and data breach incidents – half as likely as companies with scores below 750 and 700, respectively.
- **SecurityScorecard and RiskRecon:** We also maintain ‘A’ ratings from both platforms, which, together with Bitsight, provide a multi-dimensional view of our cybersecurity posture. Each uses unique methodologies to assess exposure and control effectiveness, enabling a comprehensive perspective on security performance.

These ratings provide transparent, third-party validation of our cyber security maturity and help build trust with partners, clients and stakeholders.

### Privacy protection and regulatory integrity

As defined by SEC reporting criteria, Endava reported zero confirmed material security incidents in FY2025. While we encountered security events over the course of the year, none rose to the level of material to Endava.

We are equally committed to protecting user privacy. In FY2025, no user data was used for secondary purposes – all user data remained within the original scope of use. When engaging media partners – for example, in online events – we ensure that all agreements include relevant data protection clauses. We also require our media partners to obtain consent before sharing any personal data with Endava.



# Business continuity

Endava's approach to business continuity is built upon our people-first culture, globally distributed delivery model and continuous investment in technology, infrastructure and operational excellence. We strategically select our delivery locations based on the availability of top-tier technical talent, resilient local infrastructure and alignment with our security and business continuity requirements.



## Distributed, agile and resilient by design

As a distributed agile organisation, Endava consistently delivers high-quality services from a network of global delivery locations. Each location operates using secure, cloud-based tools and processes that enable seamless collaboration and resilient service delivery. Our technology infrastructure supports both in-office and remote collaboration through enterprise managed devices, encrypted communications and secure cloud platforms – ensuring flexibility and continuity regardless of location.

## Enterprise Risk Management (ERM) Policy

Endava's Enterprise Risk Management Policy provides a strategic framework for identifying, assessing and managing risk that could impact our operations or objectives. The ERM framework aims to keep us aligned with corporate goals while maintaining ethical and resilient practices. Key components include:

- **Risk objectives:** identifying and managing material risks, aligning business objectives with risk appetite and embedding risk awareness across the business.
- **Risk appetite:** defining acceptable risk thresholds and tailored risk appetites across strategic, operational, financial, security, compliance and external risk categories.
- **Risk management culture:** promoting a transparent, proactive and accountable risk management mindset, led by executive sponsorship.

## Evolving business continuity for a hybrid future

Our **Business Continuity Management System (BCMS)** is certified to the **ISO 22301:2019** international standard on Business Continuity, affirming our commitment to proactive continuity planning and resilience. The BCMS encompasses detailed continuity plans for our people, processes and technologies across our global operations.

Recognising the growing complexity of hybrid work environments, our strategy addresses location-independent risks such as cyber threats, geopolitical instability, natural disasters and local infrastructure vulnerabilities. These risk assessments are integrated in our mitigation strategies to ensure continuity of service under a range of scenarios.

## Monitoring global risks and conflict implications

Oversight of geopolitical and systemic risks is embedded in our **Enterprise Risk Management governance framework** which includes active monitoring by the Board of Directors and the Risk Committee. Developments in regions such as Ukraine, the Middle East and Asia-Pacific are continuously assessed for potential indirect impacts on supply chains, regulatory contexts and global operations – even where our delivery sites are not directly affected.

## Infrastructure resilience and data security

Endava's resilient technology architecture is underpinned by continuous investment in redundant systems and cloud-first infrastructure, which supports uninterrupted access to critical platforms and services. This infrastructure is designed to ensure business continuity even in the face of regional outages or disruptions.

## Communication, collaboration and incident response

Effective business continuity relies on transparent and timely communication and coordinated execution. We utilise secure collaboration platforms – including video conferencing, messaging tools and project management tools – to ensure uninterrupted engagement across teams and with clients globally.

Our incident response protocols are well-defined and tested regularly. Teams across the organisation are trained to respond swiftly and effectively in line with our business continuity procedures. We conduct routine disaster recovery drills, knowledge refreshers, workshops and tabletop simulations to validate organisational readiness at all levels.



# Board stewardship

Endava’s **Board of Directors** shares collective responsibility for overseeing the company’s long-term strategic success, ethical conduct, and sustainable value creation. The Board operates through three standing committees: **the Nominating and Corporate Governance Committee, the Remuneration Committee and the Audit Committee** – each of which meets at least quarterly to fulfill its oversight responsibilities.

In FY2025, members of the Board collectively attended 95% of all scheduled Board and Committee meetings, demonstrating a strong commitment to active engagement and effective governance.

**Governance framework and policies**

Endava’s governance is guided by a robust framework of policies and charters that define ethical standards, accountability, and decision-making authority. Key governance documents – including our **Code of Conduct, Speak Up Safely Policy, Anti-Bribery and Anti-Corruption Policy, Committee Charters, Board Inclusion Policy** and other governing policies – are publicly available via the Corporate Governance section of our [investors site](#).

**Board independence and composition**

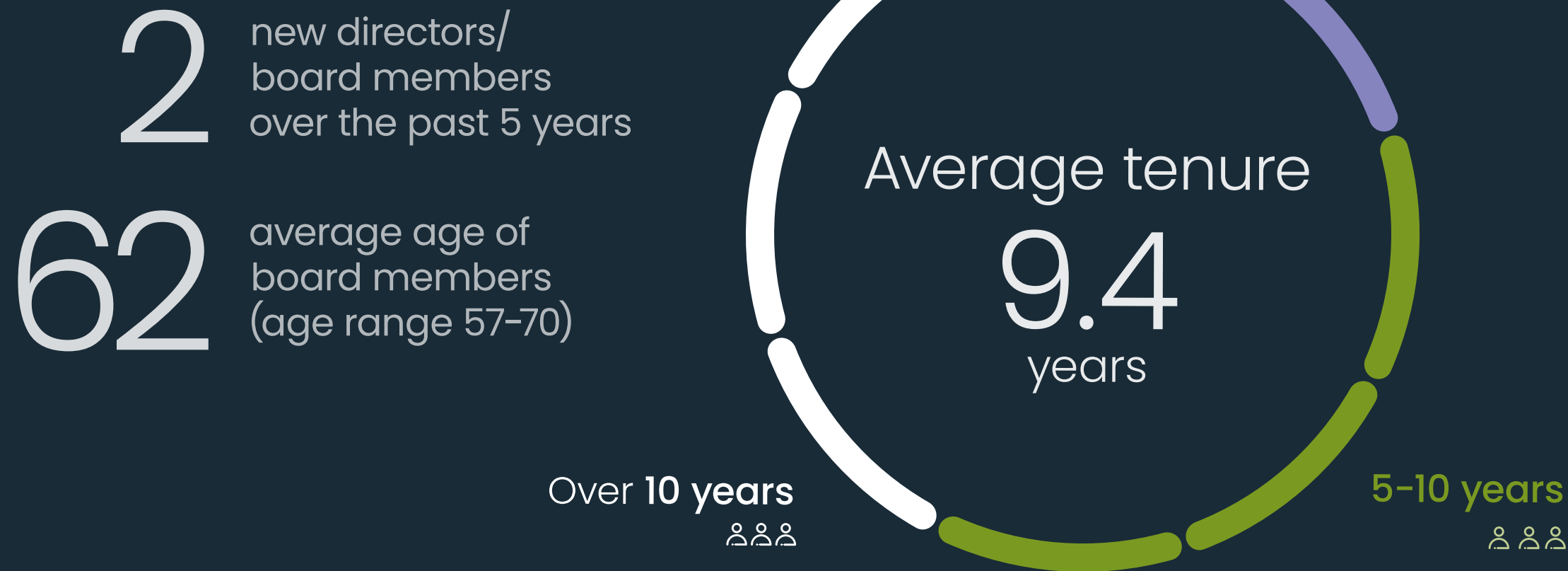
Endava complies with **New York Stock Exchange (NYSE) listing requirements** regarding independence. As of FY2025, six of our eight directors are independent of management and shareholders and are free from any material conflicts of interest. This majority-independent composition supports sound oversight and reinforces the Board’s ability to act in the best interests of shareholders and stakeholders.

**Board nomination process**

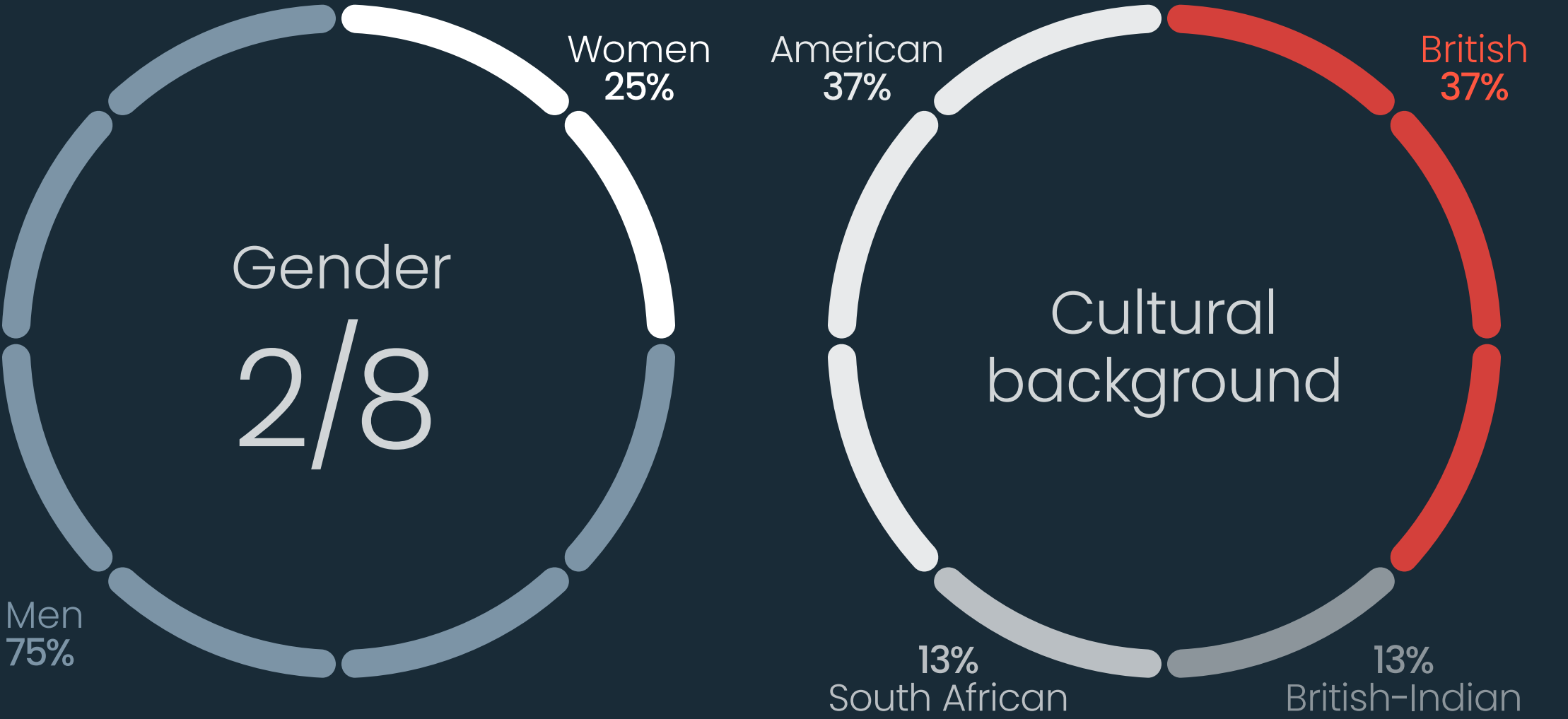
The Nominating and Corporate Governance Committee is responsible for overseeing director appointments and succession planning. As part of this process, the Committee evaluates the Board’s overalls composition and gives consideration to its balance of perspectives, experiences and backgrounds.

This holistic approach helps maintain a balanced, inclusive and future-ready Board, positioned to guide Endava in a dynamic and complex global environment.

**Board tenure**  
Data as of 30 June 2025



**Board composition**  
Data as of 30 June 2025





# Environmental Impact

We care about our impact on the world and follow sound environmental practices to reduce our environmental footprint.





# Environmental Impact overview

“Setting and implementing emissions reduction targets approved by the Science Based Targets initiative is a key element of our climate strategy. This commitment reflects our ambition to make a measurable contribution to global decarbonisation.”

Mark Thurston  
Chief Financial Officer



This section outlines our material topic related to environmental matters, including **climate change**.

We are committed to minimising our climate impact by reducing greenhouse gas (GHG) emissions across our operations and supply chain.

In July 2024, our emission targets were approved by SBTi, marking a significant milestone in our environmental programme. Achieving these targets will require sustained effort, collaboration and investment across all parts of our business and supply chain.

To drive progress, we have established a Carbon Reduction Working Group to oversee the implementation of our SBTi targets. We are raising awareness among our employees and suppliers on the role they play in achieving these goals and have begun engaging with key suppliers to address Scope 3 emissions – an area critical to meeting our commitments.

We have reported assured Scope 1 and Scope 2 GHG emissions data since 2022. For this report, Forvis Mazars performed a limited assurance engagement over selected FY2025 greenhouse gas (GHG) emissions metrics, with a detailed analysis provided in the following pages.

This chapter also includes information on the ISO 14001 certification of our operational sites and outlines our other voluntary environmental disclosures – such as CDP – together with actions taken at both the group and local level to operate in an environmentally responsible manner.



# Our approach and policies

Our environmental approach is outlined in our [Sustainability and ESG Policy](#).

Key aspects include:

- We aim to reduce the environmental impacts of all our activities by acting sustainably, ethically and responsibly.
- We take our environmental responsibilities seriously. We are committed to protecting the environment by complying with applicable laws, regulations and codes of practice.
- We are committed to improving our environmental performance, accountability and transparency, as well as building trust and respect with our stakeholders.
- We committed to near- and long-term, as well as overall net zero group-wide emissions reduction targets in line with the Science Based Targets initiative (SBTi). Progress toward environmental targets will be reported annually.

In compliance with the Streamlined Energy and Carbon Reporting ('SECR') requirements for businesses operating in the UK, in addition to our global emissions and carbon intensity ratios, we also report our UK-based GHG emissions and UK-based GHG intensity ratios.

## Reporting methodology

We approach our environmental responsibilities seriously and prepare our disclosures with the utmost integrity. Our methodology for reporting GHG emissions is based on principles and guidance within the UK Government Environmental Reporting Guidelines and the GHG Protocol Corporate Accounting and Reporting Standard (revised edition).

We have adopted an 'operational control' approach to define the organisational boundary. This includes all sources of emissions over which Endava has the full 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 2024 to 30th June 2025 for Scope 1 and 2](#) and [Greenhouse Gas \('GHG'\) Reporting Principles and Methodologies Reporting Period 1st July 2024 to 30th June 2025 for Scope 3](#), available on our website.

We aim to collect as much primary data as possible for our GHG emissions calculations.





# Actions and targets



“In sustainability, credibility is our compass. By ensuring our environmental data is accurate, transparent and science-aligned, we turn Endava’s ambitions into measurable actions that drive lasting progress for the planet.”

Elena Grineva  
ESG Controller

## SBTi targets

At Endava, we believe climate action should be rooted in both science and responsibility. The Science Based Targets initiative (SBTi) gives us more than a framework – it gives us a shared global mission. By aligning our climate goals with SBTi, we commit to reducing emissions in line with what science says is necessary to limit global warming to 1.5°C.

This isn’t just about meeting targets; it’s about protecting the planet we all share, creating a clear and accountable path to net zero and ensuring that every step we take leaves a lasting, positive impact for generations to come.

In February 2022, we signed a commitment letter to the SBTi – a cornerstone of corporate climate action – pledging to set GHG reduction targets.

Our targets have undergone the SBTi’s validation process and were approved by the SBTi in July 2024.

Further information on our actions and reporting of progress made against our SBTi targets will be included annually in our reports.

Endava plc’s approved near and long-term science-based emission reduction targets are as follows:

## Endava plc's approved near and long-term science-based emissions reduction targets

### Overall Net-Zero Target

- Endava plc commits to reach net-zero greenhouse gas emissions across the value chain by FY2050.

### Near-Term Targets

- Endava plc commits to reduce absolute scope 1 and 2 GHG emissions 42% by FY2030 from a FY2023 base year.
- Endava plc also commits to reduce scope 3 GHG emissions from fuel and energy related activities and business travel 52% per full time employee (FTE) within the same timeframe.
- Endava plc further commits that 64% of its suppliers by spend covering purchased goods and services and capital goods will have science-based targets by FY2028.

### Long-Term Targets

- Endava plc commits to reduce absolute scope 1 and 2 GHG emissions 90% by FY2050 from a FY2023 base year.
- Endava plc also commits to reduce scope 3 GHG emissions 97% per full time employee (FTE) within the same timeframe.





# Governance and progress management

During the FY2025, Endava reported 3,253 tCO<sub>2</sub>e under Scope 1 and 2, market-based, (FY2024: 3,536 tCO<sub>2</sub>e) and 27,932 tCO<sub>2</sub>e under Scope 3 (FY2024: 30,106 tCO<sub>2</sub>e). Details of the Group’s GHG emissions for the FY2025 are included on [page 49](#).

To support the organisation in achieving its Science Based Targets initiative (SBTi) targets, the **Carbon Reduction Working Group** was established under the leadership of Laurence Madsen, Endava’s Head of Investor Relations and ESG. The Working Group includes Laurence Madsen and designated representatives from facility, procurement and ESG teams.

The Carbon Reduction Working Group was established to drive cross-functional collaboration in devising and implementing strategies to achieve Endava’s approved SBTi emissions reduction goals. In FY2025, the Working Group began by assessing Endava’s baseline emissions profile, disaggregating the long-term targets into actionable milestones and developing corresponding action plans aligned to each stage of the journey.

The Working Group convened monthly to monitor progress, refine strategic direction and oversee the implementation of these action plans. Each session included status updates on completed activities, identification of new or emerging challenges, and real-time adjustments to timelines, resource allocations, or implementation tactics to ensure continued alignment with the SBTi trajectory.

In order to meet the near-term targets, the Working Group has been collaborating with the different teams and below are the main strategies adopted:

- Energy and efficiency: identifying renewable energy sources/providers and implementing practical solutions to reduce energy consumption and the associated carbon footprint across our locations.
- Supplier engagement: engaging suppliers to understand their ESG objectives and assess how existing partners can support the achievement of our targets.
- Business travel: reviewing the necessity of travel and implementing practical, feasible travel policies.

We believe that the above strategies will help us move towards our near-term targets and take us closer to the long-term targets.

Our **Environmental Reporting Steering Committee** is a management level body overseeing Endava’s environmental performance and the mitigation of environmental and climate-related risks. Meeting monthly, this committee reviews and approves key processes, controls, strategic initiatives and environmental reporting methodologies. It also provides regular updates to the Endava board. The Committee includes senior management from across the Group, including the CFO, Group General Counsel and Head of ESG.



“Reducing our carbon footprint is something we can only achieve by working together. Every step we take as a team brings us closer to reaching our SBTi goals and creating a more sustainable future for everyone. By supporting one another and sharing ideas, we can turn individual actions into lasting impact.”

Ganeshree Koonjul  
Senior Group Reporting Accountant



# Climate-related risks and opportunities

Climate change refers to a large-scale, long-term shift in Earth's weather patterns and average temperatures. The planet has warmed by an average of nearly 1° Celsius (°C) in the past century. It is widely recognised that continued emission of greenhouse gases will cause further warming of the Earth and that warming above 2°C, relative to the pre-industrial period, could lead to catastrophic economic and social consequences.

The Paris Agreement is a legally binding international treaty on climate change, adopted by 196 Parties at the UN Climate Change Conference (COP21) in Paris in December 2015. Its overarching goal is to hold 'the increase in the global average temperature to well below 2°C above pre-industrial levels' and pursue efforts 'to limit the temperature increase to 1.5°C above pre-industrial levels'. However, in recent years, world leaders have stressed the need to limit global warming to 1.5°C by the end of this century. This is due to indications by the UN's Intergovernmental Panel on Climate Change (IPCC) that crossing the 1.5°C threshold risks unleashing far more severe climate change impacts, including more frequent and severe droughts, heatwaves and rainfall.

Climate-related risk refers to the potential negative impacts of climate change on an organisation. It arises through a combination of the exposure associated with the climate hazard, and vulnerability (how prepared an organisation is to cope). Climate-related risks are typically grouped into two main categories:

## Transition risks

This type of risks is associated with the changes required to transition to a lower-carbon economy. They reflect impacts relating to various drivers including policy and legal actions (e.g., climate litigation or changes in regulation), technology changes (e.g., development and use of emerging renewable energy technology), market responses (e.g., shifts in supply and demand for commodities), and reputational considerations (e.g., client perceptions of an organisation's contribution to mitigating climate change). Transition risks may pose varying levels of financial and reputational risk to organisations, depending on the nature, speed, and focus of these changes.

## Physical risks

This type of risks is associated with the physical impacts of climate change. They can be event driven (acute risks), such as increased severity of extreme weather events (e.g., wildfires, floods, cyclones, droughts and hurricanes) or they can relate to longer-term shifts in climate conditions (chronic risks), such as sustained higher temperatures that may cause sea level rise or chronic heat waves. Physical risks may pose varying levels of financial risk to organisations, for example by extreme temperature changes affecting employee safety, business premises, operations and the supply chain.

## Opportunities

Climate change can also present opportunities, arising through actions and efforts to manage, mitigate and adapt to potential changes and climate-related risks, and can have financial benefits for organisations. Climate-related opportunities vary depending on the region, market, and industry in which a company operates. Examples include resource efficiency and related cost savings, the adoption of low-emission energy sources, the development of new low-emission products and services, access to new markets, and enhanced resilience of an organisation.





# Climate-related risk assessment process

Endava has an established ERM framework, policies and procedures, which it uses to identify, assess and monitor Group-wide risks. In FY2024, Endava’s environmental reporting team conducted the company’s first climate-related risk assessment, aligned with existing ERM processes and overseen by members of the ERM team. The assessment began by developing a comprehensive understanding of the climate context in which Endava operates. This included qualitative analysis of historical climate trends and current conditions affecting Endava’s operations, value chain and geographic footprint, including employees, clients, suppliers and physical assets.

In the financial year 2025, the climate-related risks initially identified were formally integrated into Endava’s broader ERM framework. A follow-up risk assessment was conducted to evaluate any changes in the business environment, as well as shifts in relevant legislation and regulatory frameworks. No new climate-related risks were identified during this review.

Each identified risk was subsequently re-evaluated to determine its proximity (i.e., the expected timeframe for potential occurrence), likelihood and impact, taking into account the effectiveness of existing actions and controls. The likelihood and consequence scores were assigned using predefined scales from Endava’s ERM policies and procedures. Based on these scores, each risk was categorised as High, Medium or Low Severity, in accordance with Endava’s ERM categorisation framework. In the context of climate-related risk

assessment, risks classified as 'High Severity' are deemed to be material.

Time horizons were defined as follows:

Risk proximity	Time horizon in which risks could occur
Short-term	within 1 year
Medium-term	within 1 to 5 years
Long-term	in more than 5 years

The time horizons applied in the risk assessment process are tailored to Endava’s business model, reflecting the dynamic nature of the technology services industry, which is characterized by rapid innovation and evolving client demands.

To assess the potential materiality of climate-related risks, a qualitative scenario analysis was conducted. Two scenarios were considered: a business-as-usual scenario and a Paris-aligned scenario.

Under the business-as-usual scenario, global surface temperature increases have a high probability of exceeding 4°C above pre-industrial levels by 2100. In this scenario, businesses, including Endava, would be exposed to significant physical climate impact such as extreme heatwaves, sea-level rise and variations in rainfall patterns.

The Paris-aligned scenario assumes stronger global mitigation efforts, resulting in a low likelihood of temperature increases exceeding 2°C. In this case, the primary risks to businesses are expected to arise from transitional factors such as shifts in climate policy, regulatory changes and market adaptation pressures.

This scenario-based approach supports Endava’s ability to identify material climate-related risks and align its strategy with evolving global conditions.

## Climate-related risk assessment results

Endava is a next-generation technology services provider. We recognise that climate change is a systemic risk facing all businesses globally, with no industry, sector or region immune to its potential impacts. However, as we do not operate in a carbon-intensive or high-emissions sector, our overall risk exposure is currently assessed as lower compared to industries such as agriculture, energy, manufacturing, construction and transport.

While potential climate risks to our business exist, currently the nature of our operations does not give rise to material climate-related risks that are likely to have a substantive financial or strategic impact on our business. As no material risks have been identified, further in-depth scenario analysis is not considered necessary at this time.

Nonetheless, we acknowledge the inherent uncertainty surrounding the long-term impacts of climate change. We remain committed to maintaining vigilance, regularly reassessing our risk exposure, and ensuring our strategy remains adaptive and resilient in an evolving climate landscape.





## Transition risks

Our assessment identified several potential transition risks that could impact Endava's business in the medium to long-term. Following the application of relevant mitigating controls, all identified risks were categorized as low severity, in accordance with Endava's ERM framework. The transition risks include:

**Changing client behaviour  
(medium to long-term market risk)**

As client awareness of climate-related risks increases, client purchasing behaviours may change. There is a risk that clients could choose to work with/buy from competitors with a clearer climate programme and Greenhouse Gas (GHG) reduction targets, leading to decreased revenue.

**Increased stakeholder concern or  
negative stakeholder feedback  
(medium to long-term reputation risk)**

There is a risk that Endava may be unable to attract and retain top talent if we have a weak climate strategy and commitments, as employees increasingly consider climate adaptation efforts when choosing an employer. This could lead to increased employee turnover costs, as well as reduced revenue if Endava cannot retain top talent to deliver high quality work for clients.

**Enhanced emissions-reporting and  
climate-related reporting obligations  
(medium-term policy and legal risk)**

There is a risk that increasing obligations relating to emissions-reporting and climate-related reporting may have operational implications,

such as increased operational costs or financial penalties if reporting is not compliant.

In recent years, Endava has made progress in accounting and reporting of GHG emissions. In addition to strengthened internal processes and governance, we have obtained independent third-party assurance over selected Global GHG emissions annually since 2022. Further information in relation to this is included in the 'GHG Emissions' section of the Strategic Report, which follows.

In early 2024 we submitted our proposed near-term, long-term and overall net-zero GHG targets to the Science Based Targets initiative (SBTi) which granted approval in July 2024. The SBTi is regarded as the leading global standard for science-based corporate climate commitments and a key benchmark for companies seeking to demonstrate climate credibility.

To support the achievement of these targets, Endava established the Carbon Reduction Working Group, in FY2025. Led by the head of ESG, this cross-functional committee is responsible for monitoring emissions, driving reductions initiatives, and tracking progress against our climate goals. The committee meets monthly to review actions and updates, and it reports directly to the Environmental Steering Committee.

Collectively, these measures are considered sufficient to mitigate the identified transition risks to an acceptable level.

## Physical risks

Our people are at the heart of who we are and are the most material driver of our success as a business, working globally across 29 countries and 69 cities. The majority of our people are based across 17 countries in Europe. Asia-Pacific is our second largest region of employees by location, with people based across 5 countries. We also have people based across 7 countries in Latin America, North America and the Middle East.

Climate change disrupts natural weather patterns, contributing to the increased frequency and severity of extreme weather events, shifting precipitation patterns, rising average temperatures and accelerating sea level rise. These changes present a range of potential risks to Endava's people, operations and financial performance – including impacts on employee well-being, health and safety concerns, damage to assets, supply chain disruption, and disruption to business operations, all of which could negatively affect revenue and profitability.

Our assessment concluded that both acute and chronic physical risks could potentially impact Endava's business in the long-term. After accounting for existing mitigation actions and controls, these risks were classified as low severity in accordance with our ERM framework.

To support operational resilience, Endava maintains a Group-wide Business Continuity Management System (BCMS), which is designed to ensure the rapid recovery and continued delivery of critical operations and services in the event of a disruptive incident. The Group BCMS is certified to

the international standard for business continuity, ISO 22301:2019. This system is considered sufficient to mitigate the potential impacts of physical climate risks to an acceptable level.

## Climate-related opportunities

Efforts to mitigate and adapt to climate change can also generate strategic opportunities for businesses. As part of our climate-related risks assessment, we also evaluated potential climate-related opportunities that could enhance long-term resilience and value creation.

The main opportunities identified stem from the submission and approval of our SBTi emissions reduction targets. Achieving SBTi validation positions Endava to benefit in several key areas, including:

- Reputation – Companies with SBTi targets may benefit from enhanced reputation, resulting in greater client success.
- Employee attraction and retention – Companies with SBTi targets may benefit from increased attraction and retention of top talent.
- Regulatory readiness – Companies with SBTi targets may be better able to respond to future regulations as governments increase climate action.
- Energy and resource efficiency – Reducing energy and resource consumption may lead to increased overall operating efficiency and cost savings.



# Past and continuous efforts

As a Group, we are committed to minimising our climate impact, focusing on reducing greenhouse gas emissions from our operations and supply chain.

## Energy and waste management

As we strive to minimise our footprint, here are some of the actions we’re taking to reduce our consumption of natural resources:

- Continued to use environmental checklists when evaluating new offices to ensure alignment with our ESG and SBTi goals.
- Prioritised green-certified buildings (LEED, BREEAM) in all new location decisions and integrated ESG criteria in upcoming relocation plans.
- Optimised energy usage in existing offices by adjusting heating and cooling operations based on occupancy and seasonal needs.
- Improved operational practices such as auto-shutoff of appliances and IT-led guidance on device standby and shutdown routines.
- Collecting recyclables separately, including the waste from electric and electronic equipment, in our ISO 14001-certified locations.

## Business travel

To achieve our CO2 reduction targets, Endava travelers must adhere to the following mandatory sustainability measures when booking travel:

- Prioritise virtual meetings (Teams, Zoom, etc.) over travel whenever possible.
- Use trains instead of flights for intercity, transnational or short-haul continental travel when feasible.
- Book direct flights to minimise emissions.
- Choose hybrid or electric vehicles whenever available.
- Select accommodations near the workplace to reduce commuting emissions.
- Pack light when flying to reduce fuel consumption.

Our self-service travel booking tool (Navan) provides transparency on the CO<sub>2</sub> impact of flights and rail travel. Travelers are required to use this feature to compare time, cost and environmental impact before finalising a booking.

## Supplier engagement

We are committed to partnering with suppliers who share our ambition to reduce carbon emissions, as part of our effort to meet the targets outlined in our SBTi commitments. To support this, we have begun engaging with our key suppliers to raise awareness about the importance of aligning on sustainability goals and to encourage collaboration in reducing our shared environmental impact.

We took several actions to raise awareness among our suppliers related to our SBTi targets:

- We started a supplier engagement campaign for our top suppliers by spend, in which we organise webinar sessions and send communications presenting our SBTi targets and goals.
- As a part of the onboarding process, all suppliers are requested to indicate the SBTi targets status and confirm if their organisation does currently have any ESG initiatives in place.
- We updated our terms and conditions including our SBTi targets in order for suppliers to comply with Endava’s environmental objectives, stating they will adhere to the Science-Based Targets initiative, aiming to support Endava in achieving its emissions reduction targets.

To increase awareness internally, all the buyers in our procurement team have completed a course focused on ESG and sustainable procurement matters.



“At Endava, we are transforming procurement into a driver of climate action. Our Science Based Targets initiative (SBTi) commitments have been integrated into our supplier onboarding process. We now actively mentor our suppliers – sharing data, tools and expertise – so that our entire value chain can accelerate together toward achieving our 2028 milestone for supplier SBTi commitments.”

Andreea Apostu  
Head of Source to Pay



# Total GHG emissions

## Scope 1 and 2

Our 2025 primary data coverage for combined Scope 1 and 2 emissions was 86% (FY2024 – 82%) (calculated as the percentage of Global Scope 1 and 2 market-based GHG emissions derived from primary consumption data (excluding emissions from fleet)). Increased levels of primary data collection continues to be a key area that we endeavour to improve on for our 2026 reporting period. For the 2026 reporting period we will continue providing further training to our teams involved in the data collection process to help improve in this area.

Due to the acquisition of GalaxE in FY2024, in line with our restatement policy for structural change, we have restated our prior year figures. This resulted in an increase of Total Global Scope 1 GHG Emissions tCO<sub>2</sub>e by 3.4%, Total Global Market based Scope 2 GHG Emissions tCO<sub>2</sub>e increased by 41.1% and Total Global Location based Scope 2 GHG Emissions tCO<sub>2</sub>e by 44.8%. In addition, in accordance with our policy on restating prior year figures when significant improvements in the accuracy of activity data are identified, Endava has made a small number of adjustments to prior period figures. These figures were initially estimated and have been restated due to the availability of more accurate actual activity data.

As a result, these adjustments collectively lead to a 22.7% reduction in Total Global Scope 1 GHG Emissions (tCO<sub>2</sub>e), a 4.2% increase in Total Global Market-based Scope 2 GHG Emissions (tCO<sub>2</sub>e), and an 4.7% increase in Total Global Location-based Scope 2 GHG Emissions (tCO<sub>2</sub>e).

## Scope 3

In line with our restatement policy for structural change, we have also restated our prior year figure for Scope 3 due to the acquisition of GalaxE in FY2024. This resulted in an increase of Total Global Scope 3 GHG Emissions tCO<sub>2</sub>e by 27%.

## Assurance

In addition to our own internal processes and governance, Endava has commissioned independent third-party assurance on selected Global GHG emissions metrics. Forvis Mazars LLP ('Forvis Mazars') conducted a limited assurance engagement on selected Global GHG emissions data for the year ended 30 June 2025 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 Forvis Mazars' [report](#) and our [methodology](#) to which it relates is available on our website. The selected figures that have been covered by this assurance process are indicated by the symbol Ⓐ next to the figure in the summary GHG emissions table on page 69.

## Analysis

Scope 1 and Scope 2 emissions, which make up approximately 10% of our total carbon footprint for the year ended 30 June 2025, 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 or district heating).

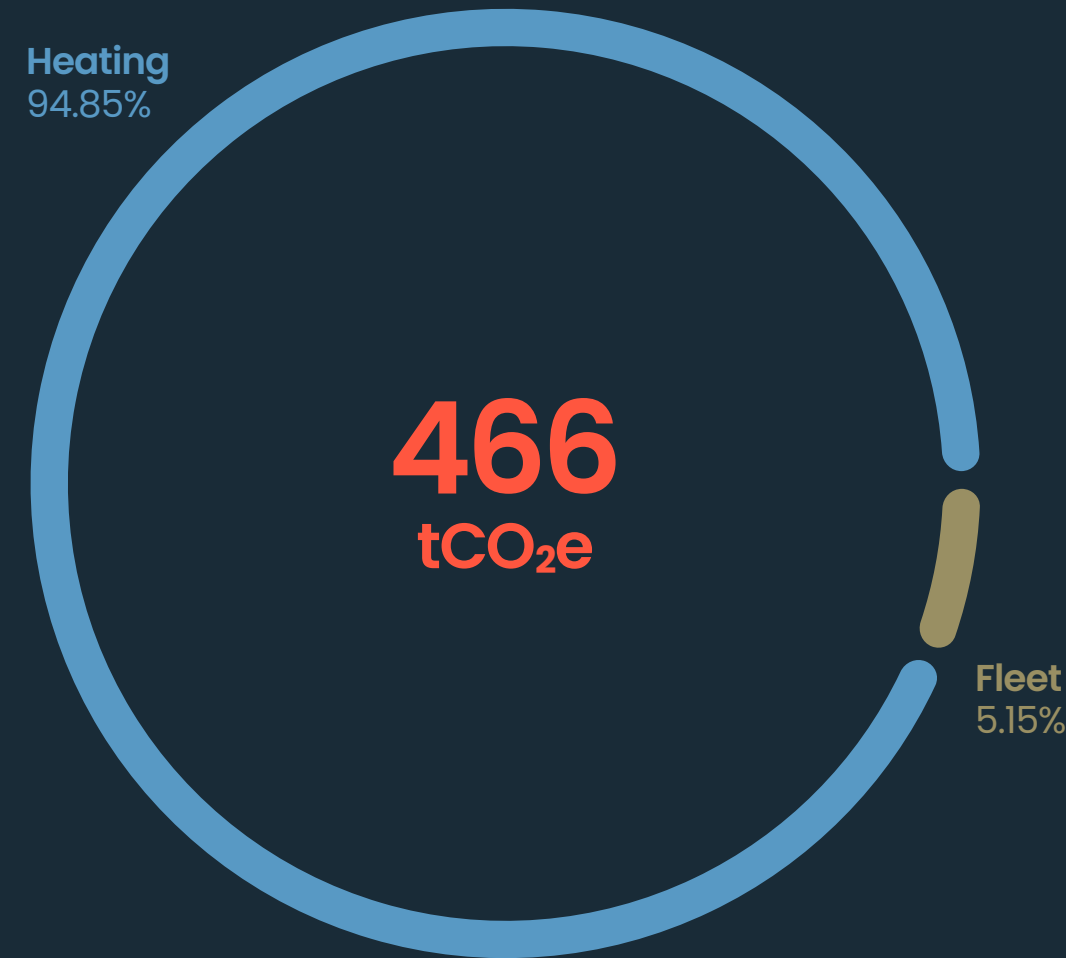
Global Scope 1 emissions have increased by 8% in the year ended 30 June 2025, from 433 tCO<sub>2</sub>e to 466 tCO<sub>2</sub>e. Global Scope 2 market-based emissions have decreased by 10% in the year ended 30 June 2025, from 3,103 tCO<sub>2</sub>e to 2,787 tCO<sub>2</sub>e, and Global Scope 2 location-based emissions have decreased by 7% in the year ended 30 June 2025, from 2,879 tCO<sub>2</sub>e to 2,675 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.

Global Scope 3 emissions have decreased by 7% in the year ended 30 June 2025, from 30,106 tCO<sub>2</sub>e to 27,932 tCO<sub>2</sub>e. 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 2025) is our value 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 of Endavans, and business travel. We will continue to encourage more mindful and environmentally friendly alternatives for working and travelling.

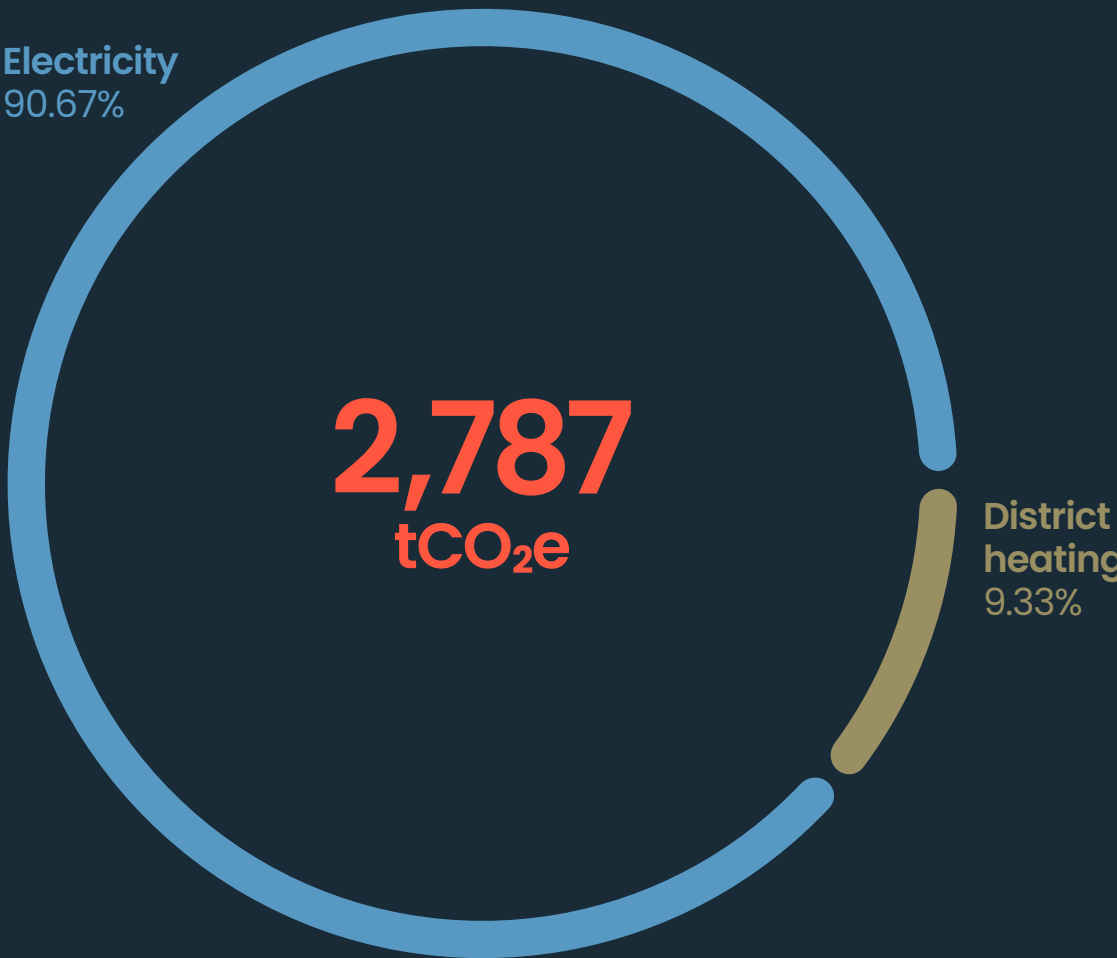




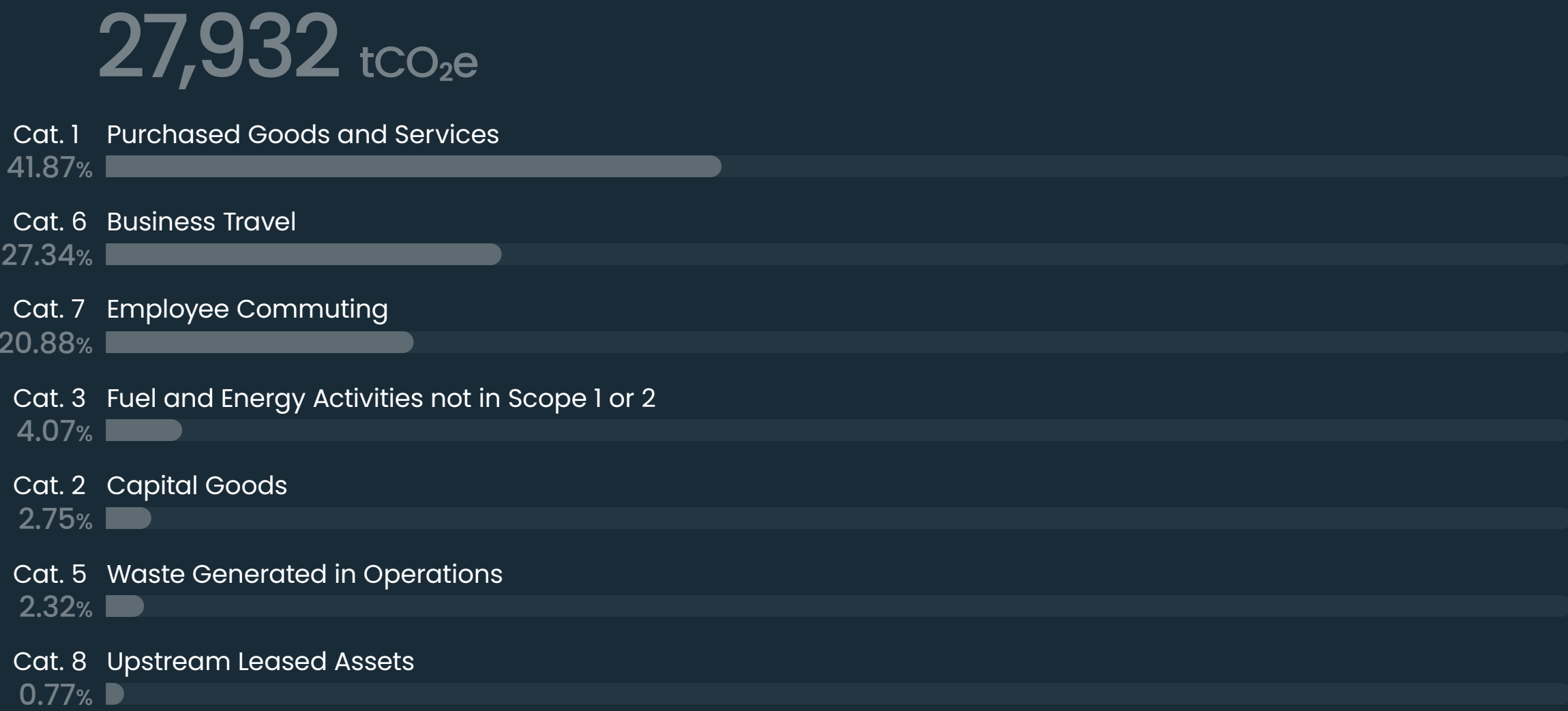
Total Global Scope 1  
GHG Emissions tCO<sub>2</sub>e (Direct)



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



Other indirect (Scope 3) emissions



Emission Intensity  
(Scope 1+2)/Endavan

0.28 tCO<sub>2</sub>e

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

4.21 tCO<sub>2</sub>e

Total GHG emissions/Endavan

2.69 tCO<sub>2</sub>e

Total GHG emissions

31,185 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 2024 to 30th June 2025 for [Scope 1 & 2](#) and for [Scope 3](#)



# Certifications and credentials

## ISO 14001

We are also continuing to maintain our environmental management system across Romania and Moldova. In FY2025, we successfully completed the supervision audit for ISO 14001 certification in 9 locations across the two countries (11 locations last year, 2 of them were closed during the year), ensuring ongoing compliance. In FY2025, 37.8% of Endavans worked in ISO 14001-certified locations compared to 48% in FY2024, as our global footprint has evolved.

## CDP disclosures

The businesses we work with are demanding more environmental transparency from us. To meet this requirement, we have been making environmental disclosures to Carbon Disclosure Project (CDP), an independent non-profit organisation, since 2022. Completing the CDP's Climate Change questionnaire allows us to maintain our focus on achieving net-zero emissions.

## ESOS – Energy Savings Opportunity Schemes

For our UK operations we undergone an external audit to confirm we comply with ESOS, an energy assessment and energy saving scheme that applies to large enterprises by which the UK satisfies the EU Energy Efficiency Directive EU2012/27.



# Environmental engagement

## Sharing our SBTi journey

For clients interested in how we're progressing our environmental agenda, suppliers supporting our climate goals or Endavans keen on environmental topics, we organised a 30-minute webinar where we unpacked how Endava is progressing on our SBTi journey and how technology, innovation, and collaboration are helping us reduce emissions. We also shared insights on how we simplified emissions tracking and management by working with Watershed, a leading climate platform helping companies manage and reduce their carbon footprint. [Watch webinar recording](#)

## Responsible e-waste disposal

In Chisinau, Moldova, we have partnered with Ascenda, a local environmental NGO, to support the responsible disposal of electronic and electrical waste. A dedicated collection box has been installed in our office, enabling employees to safely recycle used devices. This initiative promotes sustainable waste management and reinforces our commitment to environmental responsibility.



# Accelerating Innovation

We are committed to driving innovation and delivering transformative digital solutions that support our clients in achieving real impact and enable the sustainable growth of our organisation.

Focused on embedding AI across all of Endava, we are working closely with technology partners and reinforcing our client-centric approach.





# Accelerating innovation overview

“By embedding AI, automation and intelligent decision-making into our solutions, we help businesses accelerate efficiency, unlock new opportunities and scale with confidence.”

**Matt Cloke**  
Chief Technology Officer



In this section we address two company-specific material topics: **business innovation** and **customer satisfaction** – which are central to our strategy and long-term value creation

## Driving innovation through partnership

At Endava, we combine world-class engineering, deep industry expertise and a people-centric mindset to deliver transformative digital solutions. Acting as both consultant and partner, we work closely with our clients to drive innovation that enhances agility, competitiveness and growth. Our end-to-end capabilities span:

- Product design and product development
- Data and AI
- Business platforms
- Cloud and infrastructure
- Quality engineering
- Ways of working

This comprehensive service portfolio enables us to engage as a strategic partner throughout the entire product lifecycle.

As part of our commitment to innovation, our Dava.X initiative empowers clients to rapidly scale emerging technologies, keeping them at the forefront of change. Dava.X is built to navigate complexity and accelerate value realisation in a fast-evolving digital landscape.

We are building AI accelerators that reflect our strategic vision of enabling clients to become AI-native enterprises. These tools are designed to fast-track the integration of AI into operations, helping organisations remain competitive and resilient in a rapidly evolving environment.

This focus on applied AI is not limited to client solutions – we are also reimagining our own operating model to drive sustainable growth. This includes evolving our internal capabilities, cultural foundations and commercial strategy to embed AI into our delivery model. By doing so, we not only help shape the future of our client’s industries, but we also redefine our own.

## Listening and evolving through client feedback

Our **customer satisfaction** (CSAT) programme plays a critical role in reinforcing our client-centric approach. Conducted biannually, our CSAT campaigns provide us with structured, actionable feedback that helps ensure continuous service improvement. This feedback loop is key to remaining agile, responsive and aligned with the evolving expectations of those we serve.

By listening to our clients and acting on their insights, we strengthen our position as a trusted, innovative partner committed to excellence.



# We solve complex problems

Define vision & strategy • Increase speed to market • Reduce cost • Drive efficiency • Grow revenue • AI enablement

by building on...

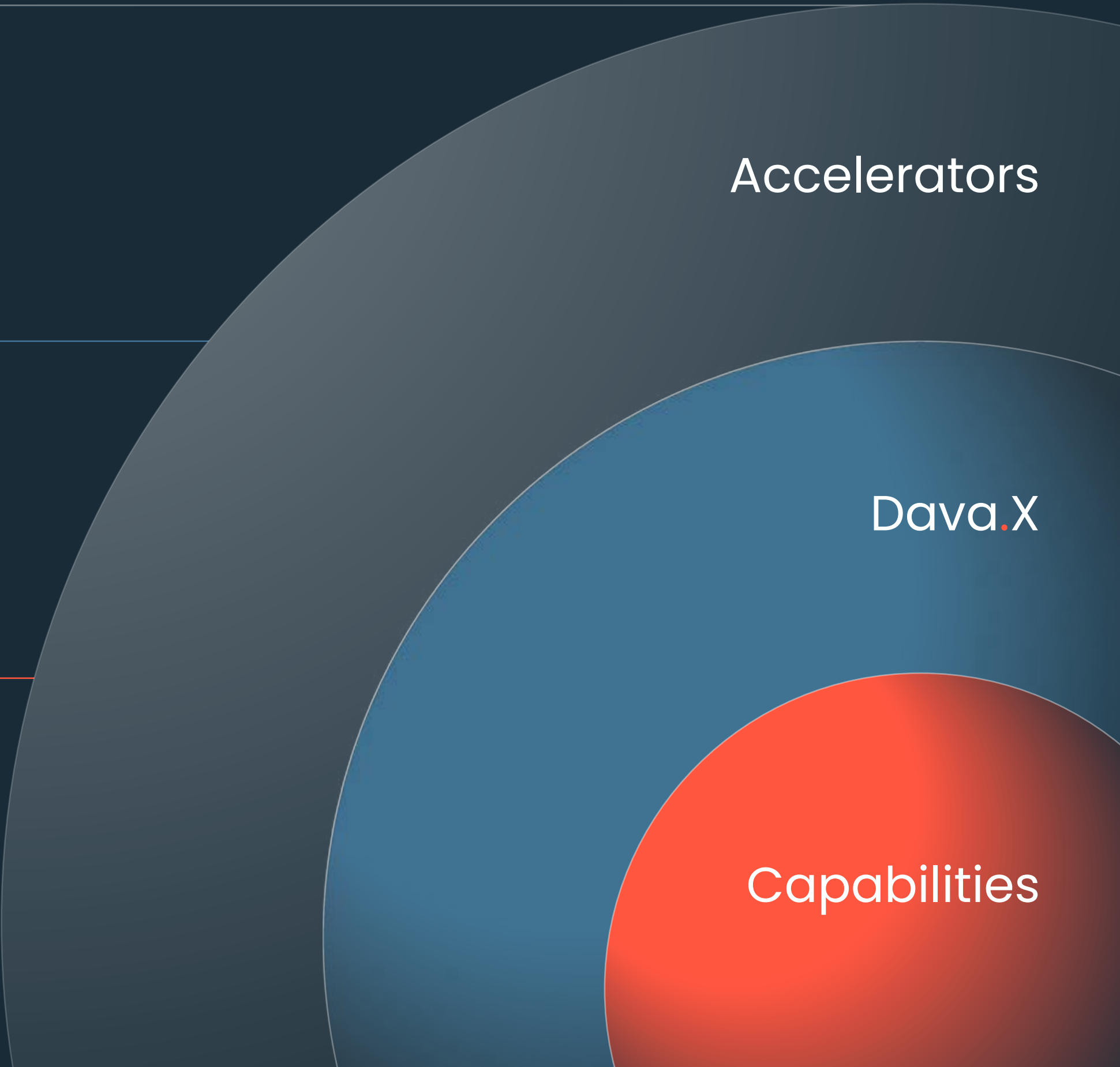
Chronos Ray Dash Infra Maps Morpheus Compass

Core modernisation Strategy Cloud Cyber security Quantum AI

Embedded Google Cloud Platform Sustainability Physical Computing

Managed Services Software Engineering Testing

Cyber Security Design DevSecOps Data





# AI-driven business innovation

## AI innovation and intelligent solutions

AI is ushering in a new era of business possibilities, enabling people to achieve their highest potential. Adopting AI responsibly requires a deep understanding of its nature, which is why businesses should consider opportunities and challenges when choosing the type of AI that best aligns with their needs. With a solid understanding, well-defined objectives and the right partners, businesses should be well-equipped to seize the opportunities on the horizon.

Endava continues to expand its role as a trusted partner in AI-driven transformation. Over the past year, we have delivered a wide range of AI solutions that help clients accelerate efficiency, reduce risk and drive sustainable growth. These include our flagship agentic AI accelerator, Morpheus, as well as other advanced tools such as Compass, Chronos, Maps and Dash – all designed to streamline complex processes and align technology deployments with evolving business goals.

[Find out in our AI Everywhere research report how business leaders view AI in life, work and society](#)

## Morpheus: AI for regulated industries

Launched in 2024, Morpheus is **Endava’s industry-focused agentic AI accelerator tailored** to support highly regulated sectors including healthcare, insurance and financial services. Unlike traditional AI systems, Morpheus leverages multi-agent architectures – autonomous AI ‘agents’ capable of collaboration, planning and adapting to solve complex problems.

### Key features of Morpheus include:

- Auditable and explainable AI, avoiding opaque ‘black box’ models.
- Emphasis on traceability, control and compliance supporting regulatory requirements and ESG alignment.
- Seamless integrations with Endava’s broader digital and data platforms offering end-to-end AI enablement, from design and prototyping to deployment.

In FY2025, Morpheus results included:

- Over 90% time savings in insurance renewal workflows
- More than 80% in early claims processing time
- Up to 88% reduction in medical documentation processing in healthcare

These efficiencies not only freed resources for higher-value activities but also improved accuracy and reduced risk-critical outcomes in high-stakes sectors.

## Compass: Accelerating core modernisation

As part of our broader core modernisation strategy, Endava prioritises business-driven transformation over technical ambition. Compass, **our discovery accelerator**, was created to help organisations navigate the complexities of legacy modernisation with confidence and clarity.

Built on the strengths of Chronos, Maps and Dash, Compass offers:

- Code scans and architecture analysis
- A living modernisation knowledge base to provide a coherent view of legacy systems
- Tools to assess risk and prioritise low risk, high-impact transformation path
- Support for onboarding, ongoing architecture management and continuous system health

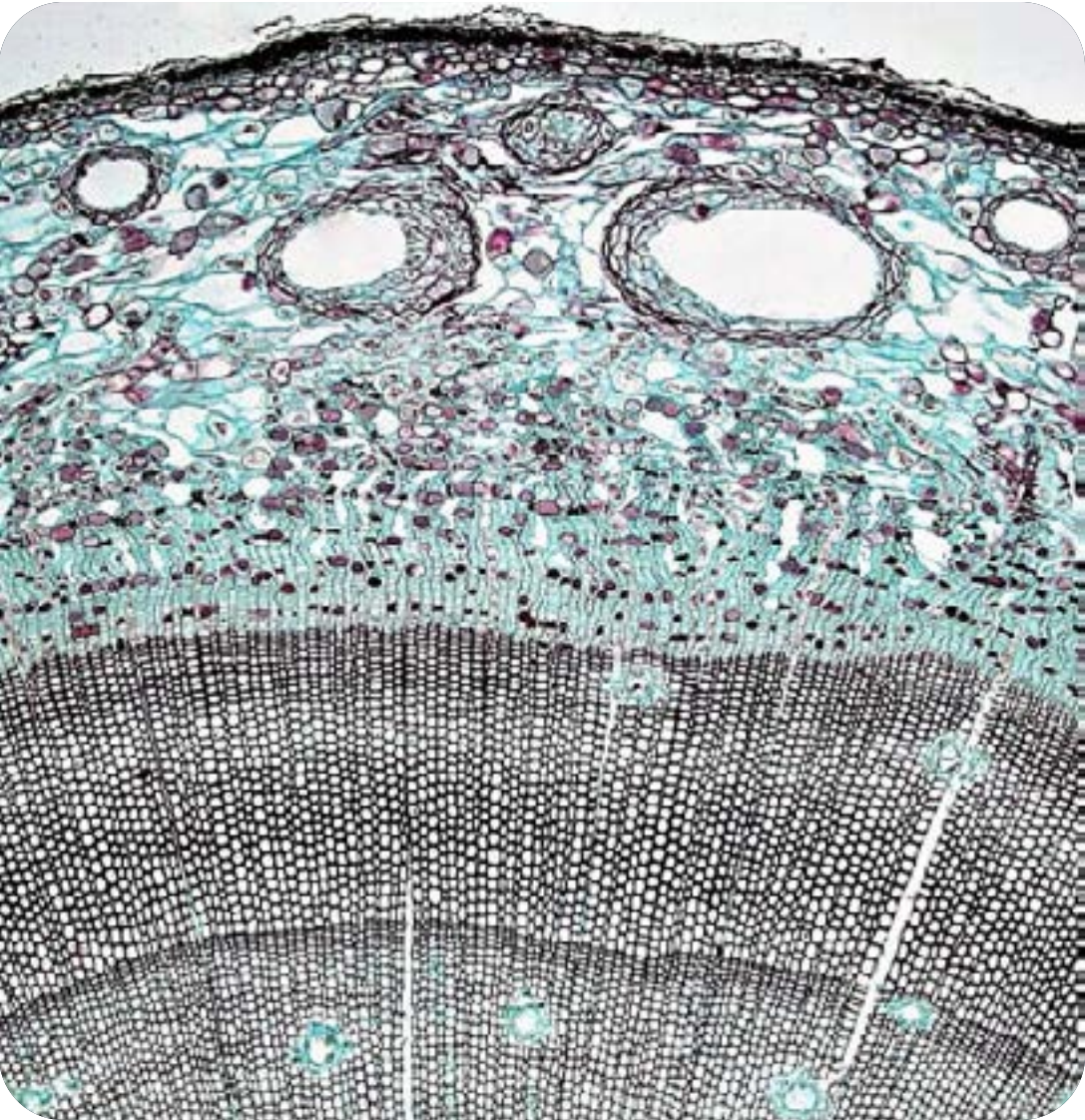
By reducing uncertainty and accelerating decision-making, Compass assists organisations to align modernisation with sustainability objectives and unlock long-term innovation potential.





# Case studies in applied AI

## AI-powered digital microscopy solutions for ZEISS



Partnering with ZEISS, a global leader in optics and optoelectronics, Endava developed AI-enhanced digital microscopy solutions. These incorporated AI modules for image enhancement support faster and more accurate scientific analysis, reinforcing the value of AI in advancing scientific research tools.

Explore the case study



## Transforming client interactions for a UK insurer



For a major UK insurance provider, Endava integrated Google Cloud's generative AI tools to improve client service. By implementing real-time transcription, agent assist features and automated form filling, the solution significantly enhanced decision-making and customer satisfaction.

Explore the case study



## Enhancing energy optimisation for Stem Inc.



Endava partnered with Stem Inc., a leader in AI-enabled software and services for energy storage, to develop a predictive AI solution aimed at forecasting peak electricity demands. This enabled smart battery charging during off-peak hours, resulting in up to a 60% reduction in electricity costs for clients and improved energy efficiency.

Explore the case study



## Enhancing fan experience with AI for the Phoenix Suns and Phoenix Mercury



Collaborating with the Phoenix Suns and Phoenix Mercury, Endava applied AI to personalise fan experiences through real-time data insights. The solution is helping the teams deepen audience engagement and deliver dynamic digital experiences informed by fan behaviour and preferences.

Read more in the news article







“To turn potential into progress, we rolled out ChatGPT Enterprise to empower people across the business to explore AI and apply it meaningfully in their day-to-day work. From engineers speeding up documentation to finance teams automating reporting flows to legal and HR teams streamlining research, we’ve seen real gains in both time and clarity.”

Joe Dunleavy  
Regional CTO

# Becoming AI native

At Endava, our journey to becoming an AI-native organisation is driven by the belief that artificial intelligence has the power to transform how we operate, innovate and deliver value. This ambition is not just about adopting new technology – it is about deeply embedding AI into our culture, operations and services to empower our people and better service our clients.

Strategy foundations

## Our partnership with OpenAI

A key enabler of this ambition is our strategic **partnership with OpenAI** announced in July 2024. As one of the first global participants in OpenAI’s Exclusive Partner Programme, Endava has been trusted to implement and scale responsible AI solutions using OpenAI’s technologies.

We rolled out ChatGPT Enterprise to over 9,000 Endavans, ensuring enterprise-wide access to advanced generative AI tools. This rollout was supported by comprehensive training programmes and a ChatGPT Champions pilot, which helped teams integrate AI training to promote responsible, ethical and effective usage across the business.

At the end of FY2025, we had over 2,700 GPTs created and 7,000 ChatGPT Enterprise licences deployed – with an adoption rate of over 80% of those who have received the license.

Scaling AI from within

## Programme Keystone

In January 2025, we launched **Programme Keystone**, our strategic initiative to embed AI across all aspects of our delivery, operations and client solutions. Keystone represents a company-wide focus on upskilling, workflow reengineering and cultivating an AI-driven culture.

Key components of Programme Keystone:

- **AI integration:** embedding AI tools and methodologies into daily workstreams and project delivery practices.
- **AI Academy:** a centralised learning hub offering practical training, conceptual understanding, and real-world applications to build AI fluency.
- **Marketplace pilot:** a structured programme for testing AI in 'micro-teams', enabling experimentation, insight sharing, and development of best practices.
- **Community channels:** digital collaboration spaces to foster cross-functional learning, idea exchange and global alignment.

At the core of Keystone are Endava’s values: Open, Thoughtful, Adaptable, Trusted and Smart. These principles serve as a culture compass, guiding our decisions and framing our approach to innovation and AI adoption.





**Celebrating progress**

**AI Days at Endava**

In May 2025, we hosted our inaugural AI Days, a global internal event series designed to inspire, educate, and unite Endavans around the power of AI. The programme featured:

- 5** global sessions with thought leaders
- 11** regional sessions addressing AI use cases
- 35+** local events, workshops, and panels across offices

AI Days created space for creativity, knowledge sharing and collaboration – demonstrating to Endavans how AI can redefine productivity, problem-solving and storytelling across our organisation.

**Expanding talent pipeline**

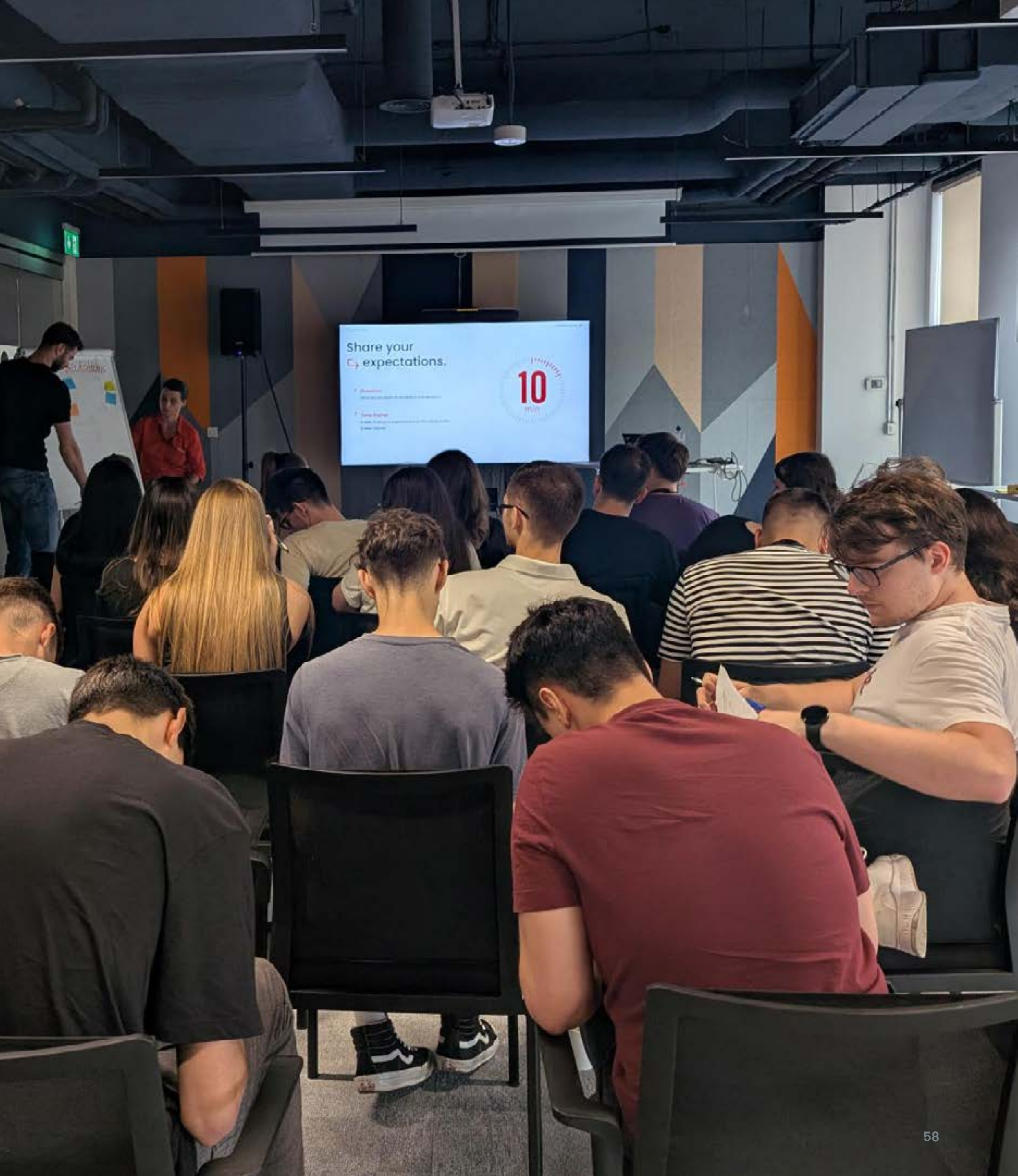
**Dava.X Academy**

Aligned with our AI-native ambitions, we launched the Dava.X Academy in April 2025, in collaboration with the Romanian government. This programme aims to bring a new wave of professionals with entry-level programming experience into Endava, helping to cultivate AI engineering expertise at scale. Dava.X Academy is a strategic investment in talent development, shaping the next generation of technology professionals and reinforcing our leadership in AI.

**Innovation in agentic AI**

**Collaboration with Google**

In May 2025, we also expanded our AI ecosystem through a strategic **collaboration with Google on AgentSpace**, a platform designed to accelerate the development and adoption of agentic AI architectures. AgentSpace enables us to build intelligent systems capable of supporting decision-making, automation and sustainability outcomes in complex industries. This partnership deepens our commitment to responsible AI innovation.





# Innovation community

In FY2025 we continued to expand and strengthen our innovation community, nurturing a global network of curious, creative minds driven by a passion for solving real-world challenges through collaboration, technology and purpose. Two key initiatives exemplifying this spirit are our Innovation Lab and Dava.Xplore programmes.

**Celebrating a decade of creativity**  
**Innovation Lab**

Now in its tenth edition, Endava’s Innovation Lab is our global competition that brings together cross-functional teams to develop impactful industry-focused solutions. The programme encourages the fusion of technical excellence with purpose, challenging participants to design innovative tools that address pressing client challenges.

Following a series of local and regional competitions, eight teams from around the world advanced to the Global Final which took place in Belgrade on March 20th, 2025.

8

5

4

teams

continents

regions

This year’s theme focused on AI-powered solutions aligned with our Global Industry Verticals (GIBs) and Pods, with an emphasis on practical implementation and clear client value.



**Winners of Innovation Lab 2025:**

- **1<sup>st</sup> place:**  
Team from Australia – for an Edge AI solution transforming healthcare and industrial operations
- **2<sup>nd</sup> place:**  
Team from Germany – for enabling AI access across legacy, modern and hybrid systems
- **3<sup>rd</sup> place:**  
Team from North Macedonia – for using AI and open-source tools to enhance digital accessibility
- **Crowd favourite:**  
Team from Argentina – for an AI and robotics-powered automated payment system

**Participant reflections:**

- “It was a powerful reminder of how collaboration and the right tools can transform ideas into impactful solutions, and how innovation thrives when people from different backgrounds unite with a shared goal.”
- “Beyond the ideas and innovation topics, what truly stuck with me was the sense of shared purpose.”
- “Seeing the variety of ideas and interacting with passionate people left a lasting impression.”
- “The balance between creativity, collaboration, and fun made the experience unforgettable.”

**Advancing ideas into scalable solutions**  
**Dava.Xplore**

Ideas born in platforms like the Innovation Lab serve as the starting point for further exploration through Dava.Xplore, Endava’s internal R&D funding initiative. Dava.Xplore is designed to empower Endavans to bring their promising concepts to life by experimenting with emerging technologies to address real client challenges.

This programme is a natural extension of our innovation culture, turning early-stage ideas into scalable, high-impact solutions that fuel long-term, sustainable growth. It also reflects our commitment to continuous learning, responsible innovation and creating future-ready capabilities for clients across industries.



# Responsible AI

## Sustainable AI at Endava

At Endava, we recognise that the environmental impact of AI systems is a growing concern for our clients. While we don't build foundational AI models, we play a vital role in how AI is designed, integrated and operated by our clients and these decisions can significantly influence the sustainability of the solutions we deliver. Through a combination of technical expertise, strategic guidance and responsible innovation, we aim to help our clients harness AI in a more sustainable way.

Our approach focuses on efficiency and responsible design. Where feasible, we select energy-efficient models, optimise where AI workloads run, and reduce resource use by techniques such as local processing and smart caching. We also support sustainable software practices using tools like the Software Carbon Intensity framework to measure and improve emissions over time.

Much of the AI we deliver runs on cloud platforms like Microsoft Azure, AWS and Google Cloud – providers that have made strong sustainability commitments. We believe their investments in renewable energy, carbon-aware infrastructure and energy-efficient data centres further support the environmental performance of the systems we build.

Sustainability goes beyond energy savings or emissions reduction. Well-designed AI systems can also lower costs, improve performance, and enable more ethical user experiences. We aim to help our clients build AI that aligns with their environmental, social and governance (ESG) goals, meets investor expectations and reinforces their brand values.





# AI Use Policy

At Endava, we are committed to the ethical, secure and accountable use of artificial intelligence across all areas of our business. Our AI Use Policy provides a comprehensive framework to guide the deployment of AI – both internally and within client engagements – and balance innovation with risk mitigation, transparency and regulatory compliance. The policy aims to mitigate risks associated with intellectual property (‘IP’) infringement, data security, data privacy, regulatory compliance and the propagation of bias, discrimination and misinformation, while promoting ethical and responsible use of AI technologies. It also supports Endava’s ambitions under the Corporate Sustainability Reporting Directive (CSRD).

Endava’s **AI Use Policy** establishes a company-wide framework that keeps our rapid adoption of artificial intelligence fully aligned with our sustainability ambitions.

- **Strong governance and accountability** – A cross-functional AI Committee, operating under the CTO, reviews every new AI tool against security, privacy, IP, legal and ethical criteria. The committee will then decide whether or not to approve the AI tool for use. Project teams are also encouraged to create a project-specific, tailored AI Usage Policy, which sets out project level AI governance and permitted use cases, embedding oversight and project level accountability in day-to-day delivery.
- **People and ethics focus** – All employees are required to complete mandatory responsible AI training which includes informing them about the

risks involved in using AI and the importance of checking outputs for accuracy and bias before being used. The policy bans misuse scenarios (e.g., harassment, IP infringement) outright and extends human-rights safeguards to third-party data and models in our supply chain.

- **Client and stakeholder trust** – AI tools are not allowed to be used with client data until client consent is in place. This supports open discussions with the client around the risks and benefits of Endava’s use of AI from the beginning. Internal policies, processes and restrictions on AI use by Endava are continuously monitored and reviewed to ensure ongoing compliance with responsible and ethical principles and to adjust practices as required by new developments. An incident-escalation process also helps to protect against misinformation and security breaches.

Together, these measures accelerate innovation while supporting Endava’s social, environmental and governance objectives.

The policy is governed by Endava’s AI Committee which is made up of stakeholders across the business, including in legal, security and EA functions, which is responsible for AI tool approval, risk assessment and ensuring alignment with evolving legal and ethical standards. It defines procedures for the use of both approved AI tools (licensed or authorised by Endava) and non-approved AI tools, with a particular emphasis on managing risks related to intellectual property (IP), data privacy, misinformation and bias. Before using any AI tools for commercial purposes with Endava or client data, it must be reviewed

and approved by the AI Committee, including undergoing a risk assessment process to identify any considerations from a legal, security or data protection perspective.

## Key policy areas

- **AI for productivity and efficiency** – This area addresses the use of generative AI assistants, such as ChatGPT, for enhancing productivity in both internal operations and client facing projects. Whenever AI is used on client work, AI Committee approval and express client consent are mandatory. This ensures ethical and secure deployment of AI in line with contractual, legal and regulatory obligations. The policy makes clear that even when an AI tool has been approved by the AI Committee, there are additional considerations and may be specific restrictions limiting such use bearing in mind regulatory compliance, IP considerations, contractual limitations and personal data.
- **Development of AI-enabled systems** – When developing AI systems for clients, Endava mandates a robust focus on IP ownership, OSS license compliance, risk management, regulatory alignment (e.g., EU AI Act) and ethical design principles. Projects must prioritise fairness, transparency, interpretability, data governance and human oversight

## Mandatory training and awareness

In FY2025, we introduced mandatory training based on the AI Use policy to raise awareness of ethical challenges and reinforce implementation.

The training leverages real-world scenarios and multi-stakeholder perspectives to provide Endavans with a clear understanding of AI’s potential risks, safeguards and benefits.

## Additional safeguards

Endava’s approach to ensuring responsible use of AI also includes:

- A detailed approval process for new AI tools, including risk assessment
- Mandatory training for all staff plus role specific training
- A checklist of conditions that must be complied with when using AI, including the requirement for human review of output to check for inaccuracies, bias, contextual appropriateness and unintended implications.

Endava’s approach to ensuring responsible development of AI also includes:

- Completion of an AI impact assessment for each AI development project, including identifying potential risks of the AI system and suggesting appropriate mitigation strategies
- Identifying ongoing post market monitoring obligations.

Through this framework, Endava ensures that AI adoption enhances innovation while upholding trust, safety and compliance.



# Dava.X:

## Powering innovation across technologies

In FY2025 we launched Dava.X to deliver tailored expertise across key technological domains. Dava.X enables organisations to accelerate modernisation, adopt next-generation solutions and remain competitive in an increasingly dynamic digital world.

With a cross-industry approach, Dava.X aligns dedicated technology teams with our industry vertical to deliver customised, high-impact outcomes. Together they shape the future with technology that is not only transformative, but scalable and sustainable.

[Learn more about how Dava.X is helping our clients shape the future with technology](#)

### Dava.X Accelerate

We focus on accelerating our clients' businesses by leveraging and differentiating through the latest technologies.



**AI:** Helping clients modernise and grow their operations with the application of our next-generation AI and data strategies.



**Cloud:** Enabling success by transforming cloud estates into measurably improved business outcomes.



**Sustainability:** Advising on and delivering sustainable technology solutions to enable our clients businesses' positive impact on the planet.



**Core modernisation:** Accelerating modernisation across our clients' businesses with next-generation technology that enables a fully digitalised core.



**Cyber security:** Continuously improving upon existing security solutions while innovating and delivering new ones to safeguard data and minimise risk.



**Physical computing:** Developing platforms that bridge between physical and digital systems to capture real-world data for embedded intelligence, autonomy and insight.



**Strategy:** Providing clients with the ability to seamlessly integrate product, service and experience strategies that drive customer satisfaction, operational efficiency and sustainable growth.



**Embedded:** Building intelligent embedded systems by combining robust software microprocessors and critical infrastructure with expert hardware design.



**Quantum:** Commercialising quantum solutions that drive innovation and provide value across all industries.



# Dava.X Quantum

Dava.X Quantum helps organisations prepare for and capitalise on the transformative potential of quantum computing. By bridging the gap between current capabilities and future possibilities, Dava.X Quantum offers a range of services designed to prepare businesses for the quantum era and is an integral to Endava's broader strategy of driving innovation and business transformation.

**Key focus areas include:**

- Advisory and consulting: Helping clients identify relevant quantum use cases and adoption pathways.
- Proof-of-concepts: Designing and testing real-world quantum solutions to evaluate viability and impact.
- Hybrid solutions: Integrating quantum computing and classical systems for enhanced computational performance
- Quantum-safe security: developing and implementing cryptographic protocols to safeguard data against future quantum threats.

# Dava.X Cloud

Dava.X Cloud empowers organisations to realise the full potential of cloud technologies by addressing challenges around cost, complexity and alignment. The initiative supports transformation with outcome-driven, business-aligned solutions.

**Dava.X Cloud helps businesses maximise the value of cloud technologies by:**

- Crafting bespoke cloud strategies aligned to specific business goals
- Accelerating ROI with outcome-driven planning and execution
- Supporting multi-cloud and hybrid environments for flexibility and resilience
- Integrating AI and analytics to drive data-driven innovation
- Delivering end-to-end cloud optimisation across performance, cost and security

# Dava.X Sustainability

Dava.X Sustainability enables organisations to embed sustainability into core operations – helping meet regulatory requirements, reduce emissions and generate long-term environment and business value. Using advanced technologies such as AI, digital twins, automation, IoT and quantum computing, Dava.X Sustainability transforms sustainability into a strategic business lever.

There are **three pillars of the Dava.X Sustainability offering:**

- Sustainable platform – Measuring and tracking for visibility and reporting (emissions analytics, data and AI, ESG automation)
- Sustainable operation – Taking action to reduce emissions locally (software carbon intensity, demand shifting, IoT/digital twins)
- Sustainable ecosystem – Embedding sustainability across the full value chain (circular economy, product lifecycle, co-innovation)



“By leveraging AI, advanced automation and analytics, we help clients turn sustainability challenges into innovation opportunities and competitive advantage.”

Roshina Nandra  
Global SVP, Innovation



# Sustainability accelerators

## ESG Reporting Accelerator

As sustainability reporting standards continue to evolve and intensify – driven by frameworks such as CSRD, CDP and GRI – manual data collection and fragmented processes are no longer sufficient to meet the demands of compliance, transparency and stakeholder expectations.

To address this challenge, Endava has developed the ESG Data Automation Accelerator, a solution designed to streamline how organisations collect, manage and report ESG data with speed, accuracy and audit readiness.

By integrating Endava’s automation, AI and data strategy capabilities with ESG platforms – including Microsoft Sustainability Manager and YuzeData, this accelerator enables:

- Real time data ingestion across distributed systems
- Predictive analytics to inform decision-making and forecast ESG outcomes
- Seamless integration with industry tools like Watershed and Workiva for streamlined disclosures

The ESG Reporting Accelerator supports clients in achieving their emissions reduction goals, enhancing reporting efficiency, and aligning with globally recognised sustainability standards – helping transform ESG compliance into a strategic advantage.

Learn More →

## Green Developer Dashboard

As IT-related emissions now rival those of the aviation sector, sustainable software development has become a critical lever in the journey toward net zero. Endava’s Green Developer Dashboard is a powerful tool that equips teams with the insights needed to build low-carbon software without without compromising on performance.

The dashboard provides real-time visibility into emissions and energy usage throughout the software development lifecycle (SDLC), enabling developers to make environmentally informed decisions at every stage – from architecture to deployment.

Built using tools including Prometheus, Grafana, CAST Highlight and the Green Software Foundation’s Impact Framework, the solution aligns development with SBTi and net zero goals.

In a pilot project involving Endava’s internal desk-booking system, the dashboard enabled CO<sub>2</sub> savings through:

- Code optimisation for greater energy efficiency
- Cloud region selection to reduce energy-related emissions

This pilot not only validated the environmental impact of green development practices but also demonstrated their economic and operational viability – proving that sustainability and innovation can go hand in hand.

Learn More →



# Green software training

As part of our commitment to sustainable digital practices, Endava launched a dedicated Green Software and Software Carbon Intensity (SCI) course through Endava University. This initiative is designed to equip our teams with knowledge and tools needed to reduce the environmental impact of software they build,

The course introduces Endavans to the SCI framework, originally developed by the Green Software Foundation and now recognised as part of an ISO standard. The SCI framework provides a structured, science-based methodology for measuring the carbon footprint of software and identifying opportunities for optimisation.

A pilot cohort of ten participants, representing a range of disciplines across Endava, completed the course and provided valuable feedback that helped refine the training ahead of full-scale rollout. Their contributions have been instrumental in ensuring the course is both practical and impactful.

This initiative reflects our broader ambition to embed sustainability into every layer of technology delivery, ensuring that environmental responsibility becomes an integral part of how we design, develop and deploy digital solutions.



# Tech for good

At Endava, we are committed to advising on and delivering responsible technology solutions that empower businesses to make a positive impact on people and the planet. By collaborating with forward-thinking partners and applying our deep technical expertise, we help drive sustainable innovation and create value for a better future.

**ElectraLink**

## Supporting the UK’s net zero target

Endava partnered with **ElectraLink**, a data solutions provider, to build a flexible energy platform that supports the UK’s 2050 net zero target. The platform facilitates open data access and innovative products in the UK energy market, enabling electricity distribution organisations and their clients to plan for power provision using green and renewable sources.

Explore the case study →

**Rebuild by Design (RBC)**

## Building climate resilient communities in Australia

In collaboration with **Rebuild by Design (RBC)**, Endava co-designed and built a digital platform that empowers Australian communities to take collective action in building climate-resilient properties. The platform serves as a hub for education, collaboration and engagement enabling communities to access practical strategies and solutions to adapt to the realities of climate change.

Explore the case study →

**Major electric utility provider**

## Implementing a new smart grid

Endava assisted a large electric utility provider in the rollout of an advanced metering infrastructure (AMI) including over two million smart meters and distribution automation assets. This modernised smart grid allows clients to better manage their energy consumption, reduce peak demand and contribute to more efficient energy use and supporting sustainability goals. This project exemplifies how digital infrastructure can play a pivotal role in advancing both client empowerment and environmental responsibility.

Explore the case study →





# Strategic partnerships

In FY2025, we saw the formation and expansion of several strategic partnerships aimed at amplifying Endava’s innovation capabilities. At Endava, we’re all about working proactively with our partners for the benefit of our clients.

July 2024

## OpenAI

We are one of the first global participants in OpenAI’s Exclusive Partner Programme and have been trusted to implement and scale responsible AI solutions using OpenAI’s technologies.

We rolled out ChatGPT Enterprise to over 9,000 Endavans, ensuring enterprise-wide access to advanced generative AI tools. This rollout was supported by comprehensive training programmes and a ChatGPT Champions pilot, which helped teams integrate AI training to promote responsible, ethical and effective usage across the business. At the end of FY2025 we had over 2,700 GPTs created and 7,000 ChatGPT Enterprise licences deployed – with an adoption rate of over 80% among those who have received the license.

November 2024

## USoft

Endava entered a strategic partnership with USoft, a low-code provider specialising in the development of business-critical applications. This collaboration aligns with Endava’s broader strategy to enhance service integration and accelerate digital delivery for clients worldwide.

Together, Endava and USoft aim to empower businesses with agile, scalable solutions that reduce time to value and support complex enterprise needs.

March 2025

## Backbase

Endava continues to deepen its partnership with Backbase, a leader in engagement banking. Across both R&D and implementation, this collaboration has already delivered digital banking solutions for seven banks, solidifying Endava’s position as a trusted implementation partner in the financial sector.

Joint efforts have helped transform retail banking by delivering robust digital capabilities – ranging from web and mobile retail and corporate banking applications to digital lending solutions. These solutions support financial institutions in their drive for client-centric, digitally enabled services.

April 2025

## SideFX

Endava partnered with SideFX, creators of the acclaimed Houdini 3D procedural animation and visual effects software. This collaboration merges Endava’s machine learning and synthetic data expertise with SideFX’s capabilities in simulation and procedural content generation.

This partnership addresses use cases that demand high precision and realism such as automated manufacturing inspection and training models for autonomous vehicles – sectors where innovation hinges on the accuracy and fidelity of synthetic environments.

May 2025

## AlixPartners

Building on over 15 years of successful collaboration, Endava and AlixPartners, a global consulting firm, formalised a strategic partnership to deliver comprehensive digital transformation programmes. This alliance is designed to support clients across the full journey – from strategic formulation and diagnostic assessment to technology design, implementation and scale-up.

By integrating AlixPartners’ strategic insight with Endava’s technical expertise, the partnership enables clients to bridge the critical gap between vision and execution, delivering tangible outcomes and long-term transformation success.

July 2025

## Adyen

We have been named a Premier Partner in Adyen’s newly launched global Partnership Programme. This designation reflects Endava’s track record of delivering integrated payment solutions in collaboration with Adyen across the commerce, financial services and digital-native businesses



# Focus on customer experience

Since 2014, Endava’s Customer Satisfaction Programme (CSAT) has been a cornerstone of our commitment to delivering an exceptional customer experience. Through bi-annual surveys, we collect structured, actionable feedback directly from clients. This feedback is then carefully analysed by our dedicated Customer Experience (CX) team to identify areas for improvement, guide strategic decisions, and enhance overall service quality.

Our most recent CSAT survey conducted in May 2025, **96%** of clients surveyed indicated they were satisfied and very satisfied with our work. Additionally, **93%** would repurchase from Endava and **94%** would recommend us.

To ensure full organisational visibility, CSAT is centralised in our Customer Satisfaction Dashboard, which is accessible to all Endavans.

This dashboard allows us to monitor customer satisfaction on multiple levels – from company-wide trends to individual project performance –

enabling targeted interventions and real-time responsiveness.

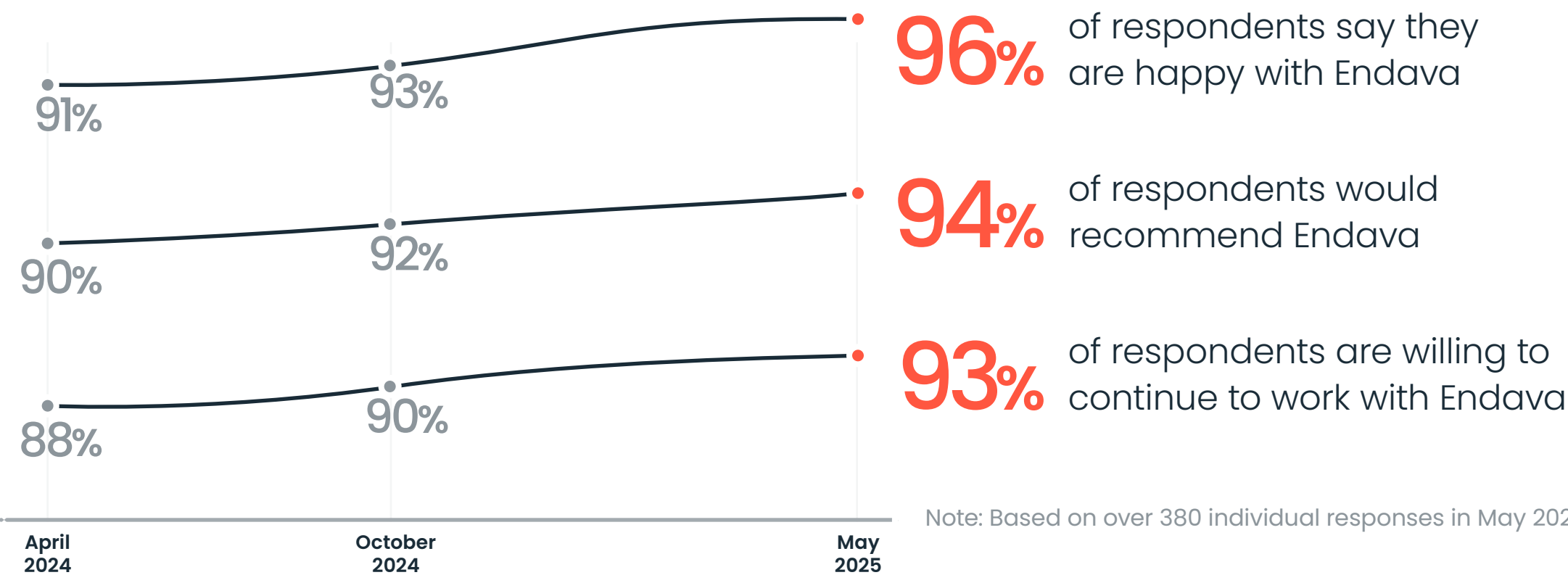
By making this data accessible across the business, we empower our teams to act on feedback quickly, and consistently, reinforcing our culture of excellence and continuous improvement.

In October 2024, Endava participated in the global celebration of Customer Experience (CX) Day. To mark CX Day, we launched a campaign featuring:

- An [article](#) exploring how sustainable practices enhance customer loyalty and trust;
- A spotlight on the critical role of CX plays in supply chain management, emphasising efficiency and resilience through client-centric design.

These initiatives reaffirm our belief that outstanding customer experience is a strategic differentiator – one that fosters long-term partnerships, drives innovation and supports our ESG commitments.

## CSAT results



## What our clients say

Banking, UK  
**Equiniti Services Limited**

*“So far, Endava have not just taken requirements but have challenged, made suggestions and helped us shape the requirements to ensure we meet our aims. Endava team members ask valid and searching questions and provide opinion. Endava colleagues have proved honest and trustworthy.”*

Christian Bick  
Head of Data Products

Media, UK  
**Elife Sciences Publications, Limited**

*“The whole team is very flexible and able to fit to our changing needs. An aspect I’ve been impressed with recently is the wealth of knowledge and experience they are able to call on internally to their Endava colleagues – so we get the individual’s expertise backed by the whole company.”*

Paul Shannon  
Head of Technology and Innovation

Payments, USA  
**Elavon**

*“I’m pleased with the proactivity of all team members and the way they integrate with our developers. They really treat this project as their own, taking ownership and suggesting improvements!”*

R Blacow  
Product Manager, Elavon

Technology, USA  
**Mitutoyo**

*“Really good communication, great technical skills and passion to succeed. The team is open to suggestions and eager to recommend solutions. Extremely satisfied!”*

Daniel Albu  
Senior Software Development Manager



Appendix 1

# Forward looking statements

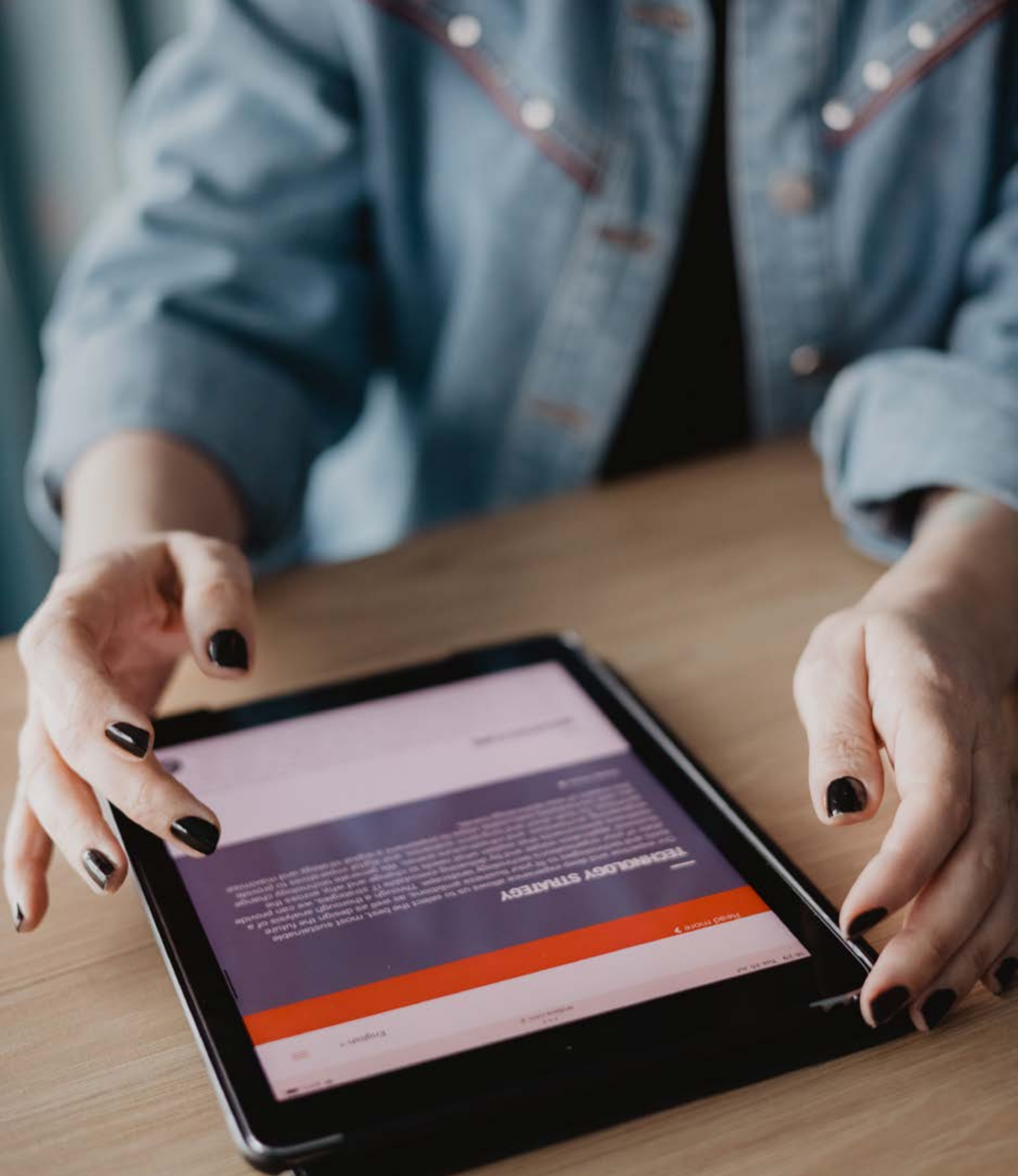
This report includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995.

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, plans and initiatives, including the benefits of Endava’s sustainability initiatives to Endava and its stakeholders, Endava’s business strategy and its plans and objectives for future operations and Endava’s assumptions regarding industry trends, particularly with respect to the use of artificial intelligence.

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, 2025, filed with the SEC on September 4, 2025. 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 characterisation 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, clients and suppliers, and, therefore, the inclusion of topics in this report does not indicate that such topics are material to the Company’s business, operations or financial condition.





Appendix 2.1

# Greenhouse Gas (GHG) Emissions Data – Global Operations

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

1. The figures that have been restated are indicated in the table on the right by the letter R.  
The restatement reasons are discussed above on [page 49](#).
2. Forvis Mazars carried out a limited assurance engagement on selected Global GHG Emissions data for the year ended 30 June 2025 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 on the right by the following symbol: Ⓐ.  
A copy of [Forvis Mazars’ report](#) and our [methodology](#) is available via our website.
3. All categories (1 to 15) of Scope 3 emissions have been considered in our reporting for FY2025 and FY2024.  
Any Scope 3 categories not included in the table on the right are considered to be either immaterial, or not applicable.

	FY2025	FY2024 Restated¹	FY2024
Global Scope 1 GHG Emissions			
Heating	442	369 R	472
Fleet	24	64	64
Total Global Scope 1 GHG Emissions tCO <sub>2</sub> e	466 Ⓐ	433 R	536
Global Scope 2 GHG Emissions (Market based)			
Electricity (market-based)	2,527	2,866 R	2,069
District Heating/Cooling	260	237 R	66
Total Global Market based Scope 2 GHG Emissions tCO <sub>2</sub> e	2,787 Ⓐ	3,103 R	2,135
Global Scope 2 GHG Emissions (Location based)			
Electricity (location-based)	2,415	2,642 R	1,860
District Heating/Cooling	260	237 R	66
Total Global Location based Scope 2 GHG Emissions tCO <sub>2</sub> e	2,675 Ⓐ	2,879 R	1,926
Emissions from Own Operations (Scope 1 and 2, market-based)	3,253	3,536 R	2,671
Emissions from Own Operations (Scope 1 and 2, location-based)	3,141	3,312 R	2,462
Global Scope 3 GHG Emissions			
3.1 Purchased Goods and Services	11,695	15,377 R	11,311
3.2 Capital Goods	769	1,463 R	1,418
3.3 Fuel and Energy Activities not in Scope 1 or 2	1,138	1,323 R	930
3.5 Waste Generated in Operations	647	495 R	338
3.6 Business Travel	7,636	7,430 R	7,234
3.7 Employee Commuting	5,832	3,608 R	2,109
3.8 Upstream Leased Assets	215	410 R	373
Total Global Scope 3 GHG Emissions tCO <sub>2</sub> e³	27,932	30,106	23,713
Total Emissions tCO <sub>2</sub> e(market-based)	31,185	33,642 R	26,384
Total Emissions tCO <sub>2</sub> e(location-based)	31,073	33,418 R	26,175

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

1. The figures that have been restated are indicated in the table on the right by the letter R.  
The restatement reasons are discussed above on [page 49](#).
2. Intensity figures calculated based on GHG emissions from own operations (Scope 1 and 2, market-based).
3. Includes energy consumed as electricity and heating in buildings under Endava's operational control.  
1MWh = 1,000 kWh.

	FY2025	FY2024 Restated¹	FY2024
Intensity ratio (tCO <sub>2</sub> e / £m revenue)²	4.21	4.77 R	3.61
Intensity ratio (tCO <sub>2</sub> e per employee)²	0.28	0.30 R	0.23
Intensity ratio (tCO <sub>2</sub> e per sqm)²	0.04	0.03 R	0.03
Intensity ratio based on emissions from Scope 1, 2 market-based, and 3 (tCO <sub>2</sub> e per employee)	2.69	2.86 R	2.24
Total energy consumption (MWh)³	9,176	9,589 R	7,459
Energy consumption intensity (MWh / £m revenue)	11.88	12.94 R	10.07
Energy consumption intensity (MWh per employee)	0.79	0.81 R	0.63
Energy consumption intensity (MWh per sqm)	0.10	0.11 R	0.09



Appendix 2.2

# Greenhouse Gas (GHG) Emissions Data – UK Operations

Table 3:  
GHG emissions from UK operations (tonnes of CO2 equivalent)

1. All categories (1 to 15) of Scope 3 emissions have been considered in our reporting for FY2025 and FY2024. Any Scope 3 categories not included in the table on the right are considered to be either immaterial, or not applicable.

	FY2025	FY2024
UK Scope 1 GHG Emissions		
Heating	16	11
Total UK Scope 1 GHG Emissions tCO <sub>2</sub> e	16	11
UK Scope 2 GHG Emissions (Market-based)		
Electricity (market-based)	37	35
Total UK Market-based Scope 2 GHG Emissions tCO <sub>2</sub> e	37	35
UK Scope 2 GHG Emissions (Location-based)		
Electricity (location-based)	20	20
Total UK Location-based Scope 2 GHG Emissions tCO <sub>2</sub> e	20	20
Emissions from Own Operations (Scope 1 and 2, market-based)	53	46
Emissions from Own Operations (Scope 1 and 2, location-based)	36	31
UK Scope 3 GHG Emissions		
3.1 Purchased Goods and Services	2,961	3,498
3.2 Capital Goods	23	52
3.3 Fuel and Energy Activities not in Scope 1 or 2	11	12
3.5 Waste Generated in Operations	8	7
3.6 Business Travel	2,952	2,377
3.7 Employee Commuting	80	35
3.8 Upstream Leased Assets	—	1
Total UK Scope 3 GHG Emissions tCO <sub>2</sub> e <sup>1</sup>	6,035	5,982
Total CO2e Emissions (market-based)	6,088	6,028
Total CO2e Emissions (location-based)	6,071	6,013

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

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

2. Includes energy consumed as electricity and heating in buildings under Endava's operational control. 1MWh = 1,000 kWh.

	FY2025	FY2024
Intensity ratio (tCO <sub>2</sub> e per employee) <sup>1</sup>	0.18	0.16
Intensity ratio (tCO <sub>2</sub> e per sqm) <sup>1</sup>	0.04	0.03
Total energy consumption (MWh) <sup>2</sup>	186	159
Energy consumption intensity (MWh per employee)	0.63	0.55
Energy consumption intensity (MWh per sqm)	0.14	0.10



endava 