



**Impact Report 2025**

**CACI**

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## Message from our CEO

Tracy Weir, CEO, CACI Limited

At CACI, we use the power of specialists, data and technology to solve complex challenges and deliver transformative solutions. Our work helps organisations move faster, think smarter and lead with confidence. We operate across the UK and the Netherlands, with a global capability centre in India, serving clients in government, health and commercial sectors.

Our environmental, social and governance principles are embedded into how we operate, strengthen trust with clients, attract and retain talent and deliver long-term value to our stakeholders. We are guided by CACI International's 'CACI Cares' framework, which shapes our global efforts in character, integrity, innovation and excellence. Our UK strategy builds on this framework, tailoring our approach to local needs, opportunities and the communities we serve.

At the heart of CACI Ltd are two of our core values: 'do the right thing' and 'make an impact'. They shape how we work with clients, support communities and use data and technology to create positive change.

I'm especially proud of charitable partnerships that bring these values to life, such as Smart Works, helping women re-enter the workforce and Chapter One building literacy skills to support social mobility. These initiatives reflect our commitment to opportunity, inclusion and lasting social impact.

Our solutions also go beyond business results from ChildView, which helps support vulnerable children, to data insights that enable health agencies to direct resources where they're needed most.

CACI is also on an ambitious journey to achieve carbon neutrality by 2030. We are actively managing our greenhouse gas emissions and carbon impact. Through our Partner with Purpose programme, we engage with suppliers to understand their environmental social governance (ESG) strategies, assess their contributions to our emissions and mentor emerging small suppliers to strengthen sustainability across our value chain.

Strong governance remains central to how we operate. Through accredited policies and regular training, we uphold high standards in data privacy, cyber security and ethical conduct, including modern slavery and anti-bribery. ESG oversight sits with our UK board, supported by the ESG Working Group and Risk Committee. This year, we strengthened our leadership with the appointment of Nigel Wilson as Director of Corporate Strategy and Head of Sustainability.

We are proud of our inclusive culture, with strong female representation in leadership and our recognition as a Disability Confident and Real Living Wage employer reflecting our commitment to fairness and doing the right thing.





## Message from our Head of Sustainability

Nigel Wilson, Director of Corporate Strategy and Head of Sustainability's ESG statement

At CACI, sustainability is not just a goal, it is a part of who we are. It is a shared responsibility and a strategic imperative that guides how we operate, innovate and grow. Sustainability underpins our long-term success by helping build resilience, driving innovation and creating value for all our stakeholders.

Our ESG strategy is built on three pillars: environmental stewardship through our journey to net zero, social responsibility through our people and communities and governance excellence through ethical business practices and transparent reporting.

This is our first UK impact report, a milestone that reflects our commitment to transparency, accountability and continuous ESG improvement across all areas of our business. We've long championed responsible business practices through our corporate social responsibility (CSR) report which highlights our ethical responsibilities to society.

This impact report formalises our approach and lays the foundation for how we manage, measure, communicate and strengthen our overall sustainability impact and how effectively our CSR commitments are implemented and sustained in the long term.

Since 2020, we've been measuring and taking action to reduce our greenhouse gas emissions. With FY2024 as our baseline, we have strengthened our understanding of our Scope 1, 2 and 3 emissions and ESG reporting, supported by our sustainability partners at Carbonbit. In FY2025 we delivered measurable reductions across Scope 1 and Scope 2 and expanded our key Scope 3 categories.

As specialists in data and technology, we also take pride in leading responsibly. Our strong governance, data privacy and cyber security standards, together with our commitment to AI ethics, provide the backbone that supports innovation at CACI.

Whether in biometric recognition, real-time decisioning or conversational AI, our values guide how we design, build and deploy technology for good.

As the regulatory landscape continues to evolve, we are strengthening our reporting and governance processes to meet current and upcoming requirements. A summary of our key reporting initiatives, including CSRD/ESRS, CRP, SECR, ESOS, SDR, ISSB and the Modern Slavery Act, is provided in [Appendix A](#).

We recognise there is progress to be made, particularly around sustainability data quality and process improvement. In FY 2026 we plan to further refine our Sustainable Supplier Policy and fully roll out our Partner with Purpose programme to build stronger relationships with all suppliers and identify new sustainability opportunities within our supply chain. We plan to further embed carbon accounting processes across our business travel, employee time management and supplier management. FY2026 will also see a move to our new low emission Bristol office which is Building Research Establishment Environmental Assessment Method (BREEAM) Outstanding, the highest rating for environmental and sustainability performance.



# Our business

## Data powered. Expertise driven.

We're driving transformative solutions using the power of specialists, data and technology. Our expertise spans industries, from retail and finance to public sector and transport, delivering intelligent solutions that drive progress and create measurable impact. Whether it's business intelligence, customer marketing, cloud infrastructure, cybersecurity, critical national infrastructure or data management, our approach is always tailored to client needs.

### Business activities

CACI operates at the intersection of data, technology and insight, delivering solutions that enable clients to make smarter decisions, improve customer engagement and drive operational efficiency. Our business activities include:

- **Data, analytics and AI solutions** - advanced artificial intelligence, machine learning models and deep sector expertise to help clients understand their customers, identify opportunities and optimise strategies for maximum ROI
- **Digital transformation services** - designed to help drive transformational experiences and foster empowered interactions, creating experiences that truly shape the future
- **Operations and logistics services** - make operations more efficient, ensuring accurate results, seamless coordination, reduced costs and enhanced scalability
- **Technology and network services** - transform legacy systems into scalable, secure and cutting edge solutions that propel businesses into the future
- **Office-based operations** - our work is conducted across multiple offices

## Key markets and clients

Sector	Services provided	Value created
Retail, property, travel, leisure and brands	CACI delivers customer insight, location intelligence and digital transformation services that help brands optimise engagement and operational performance	We enable smarter investment decisions, enhanced and personalised experiences that drive loyalty, efficiency and growth and reduce emissions
Financial services	CACI provides data-driven solutions including ESG scoring, customer analytics, market benchmarking and secure digital platforms tailored to financial institutions	We help financial organisations meet regulatory demands, enhance customer trust and unlock sustainable growth
Government	CACI supports public sector transformation through secure data platforms, citizen insight and operational efficiency programmes	We empower government bodies to deliver better services, reduce costs and meet ESG and compliance goals, whilst delivering social value benefits within communities
Local government and health	CACI offers data integration, citizen insight, patient pathway analytics and digital tools that improve health outcomes, system performance	We support health organisations in delivering equitable, efficient and responsive care and local government in the fair allocation of resources

## Our locations and operations

<b>Headquarters</b>	London, UK
<b>Additional offices</b>	Bristol and several satellite offices across the UK
<b>Operating model</b>	Office-based operations with hybrid working arrangements
<b>Workforce</b>	1,482 employees (at end of FY2025) including data scientists, analysts, researchers and technology specialists

We are data powered and expertise driven. Our people are specialists in using the power of data and technology to deliver transformative solutions to our clients.



## Our ESG approach

Our ESG strategy begins with understanding what is material. Through our double materiality assessment conducted in 2025, we engaged with a limited number of stakeholders to identify the sustainability topics that are most significant from both an impact perspective (how we affect people and the environment) and a financial perspective (how sustainability issues affect our business performance).

This assessment reflects our commitment to responsible growth, stakeholder value and compliance with the EU Corporate Sustainability Reporting Directive (CSRD) and informs our ESG priorities, risk management and strategic planning, through the value chain.

### Impact materiality

We assess the scale, scope and irremediability of our actual and potential impact on people and the environment across our entire value chain.

### Financial materiality

We evaluate how sustainability risks and opportunities could reasonably be expected to affect our cash flows, access to finance and cost of capital over the short, medium and long term.

### Dynamic process

Materiality is not static. We commit to annual reviews to ensure our ESG priorities remain responsive to changing stakeholder expectations, emerging risks and new opportunities.

### Our value chain

Understanding our value chain is essential to identifying where we create impact and where sustainability risks and opportunities exist upstream and downstream from our operations.

### Upstream

- Technology suppliers: cloud infrastructure, software licenses, hardware
- Professional services: consultants, contractors, specialist expertise
- Data sources: licensed datasets, public records, survey panels

### Our operations

- Office operations: energy consumption, business travel, IT infrastructure
- Data processing: computational resources, data storage, security systems
- Workforce: talent development, employee wellbeing, diversity initiatives

### Downstream

- Client services: deliverables, advisory support, software platforms
- Data subjects: individuals whose data we process responsibly
- Communities: economic contribution, volunteer programmes, knowledge sharing



Whilst not a detailed survey of all stakeholders this year, we have endeavoured to reflect our understanding of materiality across all groups. We will continually develop this process over the coming years to be responsive to the dynamic risk landscape and to be in line with evolving CSRD and best practice. The results of our assessment are as tabulated below.

### High materiality (impact and financial)

Topic	Impact materiality	Financial materiality
Data privacy and cybersecurity	Significant impact on individual rights and data protection	Critical for business continuity, regulatory compliance and client trust
Climate change and GHG Emissions (ESRS E1)	Office energy use and travel contribute to emissions	Energy costs, carbon pricing and client ESG requirements affect profitability
Workforce development and wellbeing (ESRS S1)	Direct impact on employee health, skills and career pathways	Talent retention and skills shortages impact performance
Business ethics and anti corruption (ESRS G1)	Direct impact on employee health, skills and career pathways	Talent retention and skills shortages impact performance

Data privacy and cybersecurity - data privacy and cybersecurity are assessed as highly material under both impact and financial materiality. ESRS S2-1 requires disclosure on data security incidents, while EcoVadis rates our controls and performance under ethics. As a data-driven business, client and regulatory expectations, especially UK GDPR, make this an ongoing disclosure priority.

Climate change and greenhouse gas (GHG) emissions - climate change mitigation (Scope 1-3 emissions) is recognised as highly material in line with ESRS E1 and reflects our commitment to the EcoVadis environment theme. This topic is mapped to GRI 305. Our decarbonisation efforts and reporting are shaped both by EU/UK regulation and customer requests.

Workforce development and wellbeing - workforce diversity and wellbeing is mapped to ESRS S1-7 and GRI 405. It is also a pillar of the EcoVadis labour and human rights theme. Our annual reporting will include gender pay, leadership diversity and equal opportunity indicators, as requested by clients and market benchmarks.

Business ethics and anti-corruption - in line with ESRS G1-1 to G1-4, CACI discloses its code of conduct, anti-bribery procedures, whistleblower protections and the training provided to high-risk staff. Our annual review includes results from internal audits, risk assessments and any reportable incidents, as required under both ESRS and EcoVadis. CACI maintains a zero tolerance policy for corruption, regularly updates its compliance programmes and proactively reports on any material issues, which is also in alignment with the EcoVadis ethics theme.

### Moderate materiality - impact focus

Topic	Rationale
Supply chain responsibility ESRS S2	ESG impacts through procurement of technology, data contractors and support services
Community engagement	Positive contributions via CACI Cares, local charitable partnerships and hyper-local needs based social value based activity

Supply chain ESG practices are considered material for both risk and stakeholder impact. We map this to ESRS S2, S3, and G1, GRI 308/414 and EcoVadis sustainable procurement. Ongoing supplier due diligence and modern slavery risk management are part of our annual priorities.

### Moderate materiality - financial focus

Topic	Rationale
Regulatory changes	Data protection, cybersecurity and AI ethics affect delivery and cost
Technology innovation	ESG technology and digital transformation create growth opportunities but risks from obsolescence and increased power consumption
Client ESG demands	Increasing client expectations for sustainable services
Biodiversity	No direct operational impact on ecosystems

## Supporting social mobility in young people

In the UK, according to data from **Futures For All**, only 50% of young people have the opportunity to take part in work experience, of which only 37% find their work experience meaningful to their future career. This lack of work experience is directly linked to reduced employability and social mobility.

In April 2025, CACI's Operational Systems business launched a virtual work experience with **Springpod**, providing insight into business consulting. From April to July 2025, 949 students enrolled in the course with 618 completing to gold level. Of the students enrolled:

- 24% received free school meals
- 8% had identified SEND
- 7% were care experienced
- 21% were the first generation from their family to attend university



## Reporting alignment

### Topics requiring targeted disclosure

The material topics identified above are mapped to CACI's risk register to demonstrate that this is not just a standalone exercise. As we further develop our tracking processes around material topics through initiatives such as stakeholder interviews and questionnaires, our materiality mapping and reporting will become even more embedded into decision making.

### Reporting alignment

We have aligned our ESG reporting with existing or expected mandatory frameworks as follows:

### CSRD and ESRS

Preparing for full Corporate Sustainability Reporting Directive compliance by 2026 with disclosures aligned to European sustainability reporting standards.

### Science-based targets

Committing to science-based climate targets aligned with limiting global warming to 1.5°C, to be established by end of 2026.

### EcoVadis

We submit updates to EcoVadis annually. Currently, we are rated bronze but we are working through an action plan to achieve silver status.

### UN SDGs

Contributing to the 17 UN Sustainable Development Goals, particularly SDG 7 (clean energy), SDG 8 (decent work), SDG 12 (responsible consumption) and SDG 13 (climate action).

### SECR

In line with the UK's Streamlined Energy and Carbon Reporting (SECR) regulations, CACI discloses its energy consumption and associated carbon emissions for the reporting period. The SECR data, which covers UK operations only, is calculated using recognised methodologies and government approved emission factors to ensure accuracy and consistency.

The SECR report covers energy usage from electricity, gas and transport, accounting for Scope 1 and Scope 2 emissions. To maintain consistency with the previous reporting period (financial year 2024), at present, Scope 3 emissions reporting is limited to business travel. However, CACI has begun incorporating additional Scope 3 categories (as detailed in the appendix), which will be reflected in future reporting periods.

### CRP

As part of its commitment to achieving carbon neutrality by 2030, CACI has published its Carbon Reduction Plan (CRP) in line with PPN 06/21, covering both UK and India operations. The CRP is closely aligned with the company's impact report, linking strategic sustainability commitments with measured performance. Data from the annual footprint review underpins both reports, ensuring consistency and transparency.

The plan highlights CACI's key initiatives in energy efficiency, renewable energy adoption, sustainable travel and supply chain emissions management while setting clear measurable targets and demonstrating continuous improvement.

### ISO standards

Maintaining ISO 27001 certification for information security management and pursuing additional certifications for environmental and social management systems.



## 2025 ESG performance highlights

CACI's key ESG achievements and performance metrics for 2025 demonstrate progress against material sustainability topics and strategic commitments. We established 2024 as our baseline year for ESG measurement and reporting. This enables us to track progress systematically and demonstrate accountability to our stakeholders.

### Environmental progress since 2024

- GHG emissions reduced by 0.15% year-on-year despite acquisitions and a 10% increase in employees
- Renewable energy increased from 25% to 37% of total consumption in the UK

### Governance progress since 2024

- Zero data breaches maintained
- 92% ethics training completion achieved
- Zero whistleblower events in the year

Supplier ESG assessment coverage expanded to 20 % of spend (100% spend-based estimation of carbon emissions).

### Social progress since 2024

- We carried out our first company-wide employee engagement survey in November 2025. We had a participation rate of 45% and we aim to increase our participation rate to 55% at our next company-wide employee engagement survey in 2026. Seven out of ten employees currently rate CACI as a great place to work, and we aim to increase this to eight out of ten by 2026.
- Women in leadership increased from 50% to 55%
- 88% trained on ED&I
- Zero workplace injuries maintained
- Winner of the **Reading Commitment Award 2024-25**<sup>1</sup>
- Awarded **Defence Employer Recognition Scheme (ERS) Gold Award**.<sup>2</sup>

<sup>1</sup> This award celebrates the corporate partner team that provided the highest number of average sessions per volunteer. CACI - averaged 27 sessions per volunteer.

<sup>2</sup> To win a Gold Award from the Ministry of Defence, organisations must show that they provide 10 extra paid days leave for reservists and have supportive HR policies in place for veterans, reserves, Cadet Force adult volunteers and spouses and partners of those serving in the Armed Forces. They must also advocate the benefits of supporting those from the Armed Forces community, encouraging others to improve their own practices.

## Neurodiversity at CACI: making inclusion real

At CACI, 'inclusivity for all' isn't just a slogan, it's how we work. We know that neurodiverse individuals, including those on the autism spectrum, may often face challenges in traditional workplaces. From rigid schedules to a lack of understanding, these barriers can impact productivity and wellbeing. At CACI we value difference.

The technology industry shows a big gap. **Employers report that 3% of staff are neurodivergent**, but employee surveys suggest it could be closer to 50%. Many people still don't disclose needs due to fear of stigma or lack of support. That's why culture matters.

## A snapshot of what we are doing at CACI

CACI's information intelligence business has:

### Neurodiversity champions

12 passionate volunteers offer peer support and share knowledge.

### Networks and community

Monthly meetings with safe space, peer-led information sessions and SharePoint spaces for wellbeing blogs and personal stories.

### Manager training

Tools like the Manual of Me help understanding of individual needs.

### Flexible working

Hybrid options and inclusive recruitment policies.

### Outreach

Inclusive activities across the board

CACI's efforts have earned us the Inclusive Employers Award from the National Autistic Society. For us, it's simple. We recognise difference, celebrate strengths and create spaces where everyone can thrive.

# Environmental performance

Aligned with ESRS E1 - climate change

CACI has continued to grow, increasing from 1,344 employees in FY2024 to 1,482 in FY2025, a rise of 10.3%. This growth is partly attributable to recent acquisitions across its global operations.

In 2025, the organisation achieved a 0.15% reduction in total like-for-like greenhouse gas (GHG) emissions compared to the 2024 baseline, excluding newly expanded reporting scopes.<sup>1</sup>

The total Scope 3 emissions accounted for approximately 98% of the organisation's total 2025 emissions, underscoring the significance of indirect emissions due to employee commuting, supply chain activities and business travel across the value chain. This expanded measurement of Scope 3 categories provides a more comprehensive understanding of the organisation's carbon footprint and highlights key areas for targeted decarbonisation.

In 2025, our head office locations, CACI House and Abingdon (London) were powered by 100% green electricity, compared to one site (CACI House) in 2024.

As a result, renewable energy accounted for 37% of the organisation's total UK electricity consumption in 2025 compared to 25% in 2024. This expansion marks a continued commitment to transitioning towards low-carbon energy sources and reducing reliance on fossil fuels.

- 1,050 tonnes CO<sub>2</sub>e (tCO<sub>2</sub>e) total emissions (down from 1,051 tCO<sub>2</sub>e in 2024)
- Committed to carbon neutrality by 2030 with science-based targets to be established by end of 2026, aligned with 1.5°C pathway

Please refer to appendices C and D for detailed comparisons of each emissions category between 2025 and the 2024 baseline.

## Improvements in the UK

- Energy efficiency improvements: Since October 2024, CACI has installed three new energy efficient boilers as part of its ongoing commitment to reducing energy consumption and lowering carbon emissions
- Heating systems: CACI has also installed new split AC units and plans to replace older systems as they reach the end of their lifecycle. The upgrades will include the installation of locking controls with timers to optimise energy use and ensure systems only operate when necessary

Metric	2024	2025	Change
Scope 1 emissions (tCO <sub>2</sub> e)	46.33	36.29	▼ 22%
Scope 2 emissions (tCO <sub>2</sub> e)	139.71	74.37	▼ 47% <sup>4</sup>
Scope 3 emissions (tCO <sub>2</sub> e) <sup>2</sup>	865.68	939.51	▲ 9%
Additional Scope 3 categories included in 2025 (tCO <sub>2</sub> e) <sup>3</sup>	0	4,966.15	N/A

By embedding environmental responsibility into our business strategy, we not only comply with environmental standards but also lead by example in reducing emissions, conserving resources, and promoting greener technologies. We recognise that reducing greenhouse gas emissions and waste is vital for protecting the planet and ensuring a sustainable future for our clients, employees, and communities.

**Joe Finucane, Chief Technology Officer**

<sup>1</sup> In 2025, CACI expanded emissions reporting to include three additional Scope 3 Categories 1, 2 and 3.

<sup>2</sup> Emissions exclude the three newly added Scope 3 categories, to ensure a like-for-like comparison with the previous year.

<sup>3</sup> This includes emissions from Category 1: Purchased goods and services, Category 2: Capital goods and Category 3: FERA.

<sup>4</sup> Scope 2 emissions are shown using the Market Based criteria.

## Key environmental initiatives

**Office energy efficiency:** LED lighting upgrades, smart HVAC systems and building management optimisation across all UK locations, contributing to substantial emissions reductions during the reporting period, with Scope 1 emissions falling by 22% and Scope 2 emissions by 47% compared to the 2024 baseline.

**Green travel policy:** Enhanced remote working options, prioritisation of virtual meetings and public transport incentives were implemented during the reporting period. Despite these measures, overall business travel emissions increased by 28%, partly reflecting growth in employee numbers since the 2024 baseline.

**Renewable energy procurement:** 37% of UK electricity now sourced from certified renewable energy suppliers.

**Carbon accounting:** Upgraded ESG data management systems to enable comprehensive Scope 3 emissions tracking and CSRD compliant climate disclosures. In 2024, we enhanced our methodology to include more Scope 3 categories, ensuring alignment with PPN 06/21. In 2025, this was further expanded to include three additional Scope 3 categories, purchased goods and services (category 1), capital goods (category 2) and fuel and energy related activities (category 3), strengthening the completeness and transparency of our carbon reporting.

### Office move

In 2026, CACI plans to relocate from its current Bristol office to a modern, energy efficient BREEAM Outstanding, Epic A and Fitwell 2 star facility.<sup>1</sup>



<sup>1</sup> As of 2025, there were no Scope 1 emissions associated with the Bristol office. Its Scope 2 emissions were estimated based on annual kWh using CIBSE TM46 office benchmarks, as the office was a serviced location. Future estimates of emissions reduction after the move will depend on whether CACI can provide accurate energy data for the site rather than relying on estimates. CACI is working to improve the availability of this data.

# Social responsibility

Aligned with ESRS S1 - own workforce

At CACI, our vision "to build real solutions for tomorrow's world and the people who live in it" starts with keeping our people safe and supported. Our health and safety framework embeds accountability across every level of the business, supported by our dedicated HSE committee. We continue to champion wellbeing through initiatives such as free flu vaccinations, education on physical, mental and financial health and a comprehensive suite of wellbeing benefits empowering our people to thrive at work and beyond.

- Workforce development and wellbeing
- Zero reported workplace accidents and incidents
- 312 flu jabs provided to our people
- 3542 days of ill health recorded in 2025

## Equity, inclusion and opportunity

- 25% women in workforce
- 55% women in leadership positions (up from 50% in 2024)
- 21% ethnic minority representation
- 88% trained on equity and inclusion and bullying and harassment

At CACI, we are committed to fostering equality, inclusion and opportunity across our workforce and eliminating discrimination in all forms. We aim for our people to reflect the communities we serve and to feel valued, respected and empowered to perform at their best.

Our employee policies underpin this commitment, ensuring fairness and respect throughout the employee lifecycle. We monitor equity and inclusion data from recruitment onwards, conduct an annual survey to inform our strategies and adapt our practices to drive continuous improvement.

Within one of our individual business units, we are proud to support seven employee-led diversity networks, including women in tech, neurodiversity and LGBTQ+, which play a vital role in shaping our inclusive culture. We are now expanding our commitment to EDI company wide, through our new Communities of Engagement and our Inclusion Panel, to ensure every voice is heard, valued and empowered to shape our culture and future. Our flexible working model also plays a key role in removing barriers to employment and supporting greater participation from diverse and under represented communities. Target: Maintain at least 55% of leadership positions held by women.

## Learning and development

Curiosity and continuous learning are at the heart of CACI's culture. As technology evolves, so do our people. From early careers programmes that provide structured and supportive learning journeys, including self-paced learning, peer mentoring and coaching, to a wide range of professional development opportunities, we empower our employees to grow at every stage.

Our technical teams have access to leading platforms such as Pluralsight, O'Reilly, KodaKloud and Skillsoft to maintain and advance their skills. This learning is further strengthened through our technical guilds, where knowledge is shared, collaboration is encouraged and new ideas are developed. FY2025 saw 1428 attendees participated in over 130 courses.

## Community impact

- 1200+ volunteer hours through CACI Cares initiatives
- Social Value: student interactions in year, 6,658
- Early careers hires: 15

At CACI social responsibility is more than a commitment, it's part of who we are. As our solutions deliver positive outcomes for our clients and their communities, our social responsibility is building positive impact and sustainable outcomes across communities and our supplier ecosystem.

**Hannah Winter, Social Value Manager**

## Social value in the community

At CACI, our social value initiatives are needs-led and place-based, targeting areas where impact is most needed to improve social mobility and widen employment opportunities.

One example is our work in **Devon and Cornwall**:

### Digital exclusion

**Cornwall is considered a digital 'notspot'**, with poor connectivity limiting tech sector growth and job opportunities. Over 56% of Cornwall's population lives outside towns, increasing isolation and reducing access to resources.

### Gender pay gap

**Women earn on average £13.77 per hour** compared to £15.69 for men in Devon and Cornwall, a **12.2% gap**, higher than the UK average of 8.2%. Limited flexible jobs and digital exclusion exacerbate this issue.

### Underrepresentation in tech

Nationally, only **28.5%** of digital sector jobs are held by women and **15.1%** by people with a disability, with the Southwest lagging further behind.

In these communities, CACI focuses on bridging digital skills gaps and creating pathways into tech careers. Our approach addresses three key barriers:

- Lack of encouragement to explore tech careers
- Limited awareness of career and upskilling opportunities
- Low confidence and belief that tech careers are accessible

## Key initiatives and impact

### digitalUPLIFT and TECWomen partnership

Funding participation for 10 women annually in the digitalUPLIFT programme, which runs twice a year and supports 60-70 women regionally.

Provides mentoring, CV advice and career progression support to tackle gender imbalance and create direct pathways into tech roles.

### Degree apprenticeship with University of Exeter

CACI sponsored a Level 6 Digital and Technology Solutions apprentice, combining full-time work with a BSc qualification.

### Launchpad Live Plymouth

Engaged 2,120 students (ages 14-18) through a tech sector showcase, inspiring future careers.

### Work eExperience at Callywith College

Delivered real-world projects using Met Office data, offering hands-on experience in computing and tech.

### Why it matters

By improving digital skills and access to opportunities, CACI helps address regional inequalities, supports economic growth and promotes diversity in the tech workforce. Our initiatives empower underrepresented groups, particularly women, while fostering a more inclusive and productive digital economy in Devon and Cornwall.



At CACI, supporting underrepresented groups and promoting social mobility are core to who we are. These commitments are embedded in our values and reflected in how we work every day. Our holistic, needs-led and place-based approach to social value focuses on making a meaningful difference where it matters most.

Each year, we contribute to dozens of community projects across the UK targeting areas where our expertise and resources can have the greatest impact. In education, our outreach programmes span all key stages, helping young people and underrepresented groups to develop essential skills and gain awareness of opportunities in STEM careers.

#### Human rights and ethical labour

We have published a modern slavery statement with comprehensive supply chain due diligence. Zero incidents of forced labour or human rights violations have occurred. Fair wages, safe working conditions and respect for worker rights across all operations are in place.

#### Our workforce

As a knowledge-based business, our people are our greatest asset. We invest significantly in workforce development, wellbeing and creating an inclusive workplace culture.

#### Workforce development and wellbeing (highly material)

**Skills development:** comprehensive training programmes in data analytics, ESG expertise and emerging technologies with over 1400 attendees taking part in courses in FY2025, with an average of 21 hours per employee.

**Career progression:** structured career pathways and an internal promotion rate of 30% for senior management or executive positions over a three year period.

**Mental health and wellbeing:** enhanced employee assistance programme, mental health first aiders, neurodiversity and menopause support, flexible working arrangements and wellbeing education.

**Health and safety:** zero workplace injuries in 2025, with comprehensive health and safety training for all employees.

#### Community engagement

##### CACI Cares initiatives

Our employee volunteering programme contributed 1,200+ hours to local communities, focusing on data literacy education and supporting local charities.

##### Economic contribution

As a UK employer, we contribute to local economies across our office locations through employment, taxes and procurement from local suppliers.

#### Diversity and inclusion (moderately material)

Category	Current performance	2026 target
Women in leadership	55%	55%
Ethnic minority representation	21%	25%
Pay gap (gender)	8.3%	< 8%

Our D&I initiatives include unconscious bias training, diverse recruitment panels, mentorship programmes and employee resource groups supporting underrepresented communities in data analytics.



## Governance excellence

At CACI, governance is the foundation of our integrity, resilience and long-term value creation. Our approach to governance is embedded across every aspect of our operations, from risk management and ethical conduct to sustainable procurement and environmental stewardship.

We manage risk through a robust framework that integrates legal, operational and reputational dimensions. Our information security management system (ISMS) and policy and compliance tracking system (PaCT) ensure that all staff annually review and accept key policies, including our code of ethics, data protection, AI ethics, anti-bribery, information security, privacy and modern slavery policies. These policies are reinforced by mandatory annual training for all staff and new starters and internal audits, overseen by our compliance and risk committee.

We take a horizon scanning approach to evolve policy and guidance to anticipate changes such as in modern slavery, AI ethics and EUCSRD requirements.

Our policies reflect our zero tolerance stance on unethical behaviour. The anti-bribery policy aligns with the UK Bribery Act 2010 and is supported by due diligence protocols and a gifts and hospitality register. Our anti-modern slavery policy goes beyond legal compliance, embedding contractual obligations into CACI's supplier terms and conditions. In FY25 we commenced a rolling survey and benchmarking of suppliers ethics policies including Modern Slavery and Anti-Bribery.

Sustainable supply chain management is a strategic priority. Through our Partner With Purpose programme, we segment suppliers to identify strategic partners, emerging innovators, and high risk entities. This enables targeted engagement and ESG risk mitigation. Our sustainable procurement policy ensures that

procurement decisions consider environmental, social and economic impacts, promoting fair payment, human rights and the real living wage.

Our environmental management system (EMS), aligned with ISO 14001, supports our commitment to reducing carbon emissions, managing waste and improving resource efficiency. We actively monitor our environmental footprint and engage employees in sustainability initiatives through training and awareness campaigns.

Our risk and governance committee includes our CEO, chief commercial officer, chief financial officer, chief legal officer, SVP of information intelligence and head of sustainability.

These include ISO standards across environmental management, information security, quality and occupational health and safety. We engage in industry benchmarks such as Cyber Essentials and EcoVadis and commitments to social fairness through initiatives like the real living wage and disability confident schemes. We have also registered with leading global frameworks including the Science-Based Targets initiative (SBTi) and the Carbon Disclosure Project (CDP) through our parent company, CACI International, to align our climate goals with international best practice.

We recognise that expectations around ESG performance continue to evolve and we are committed to maintaining transparency and continuous improvement. Our long-standing partnership with sustainability consultants, Carbonbit, supports this, helping to shape our strategy, targets and reporting. A full list of our current accreditations and certifications, together with their scope and status, is provided in

**Appendix A.**

Governance excellence at CACI is more than compliance; it's a promise of trust and innovation. By embracing ISO 9001, ISO 14001, and ISO 27001, we create resilient systems that protect our stakeholders and drive sustainable progress.

**Nigel Wilson, Director of Corporate Strategy and Head of Sustainability's ESG statement**



# Governance structure

As a UK subsidiary of a global group, we align with CACI International's ESG principles while tailoring our approach to local regulatory and stakeholder expectations.

## Business ethics and anti-corruption

Effective ESG governance requires clear accountability, appropriate expertise and integration into business strategy. Our governance structure ensures ESG considerations are embedded at the highest levels of decision making.

- 92% of employees completed annual ethics training<sup>1</sup>
- 92% of employees completed code of ethics, fraud policy, modern slavery, data protection<sup>1</sup>
- 0 incidents of corruption, bribery or fraud
- 100% of employees acknowledged our code of business conduct covering anti-corruption, conflicts of interest and ethical data use.

Robust code of business conduct, independent whistleblower hotline, comprehensive due diligence on business partners and full compliance with the UK Bribery Act. Ethical review board established for AI and data analytics projects. We have not received any whistleblowing reports in 2025.

## Regulatory compliance and readiness

**Compliant:** SECR (GHG reporting), ESOS (energy audits), Modern Slavery Act

**In progress:** CSRD/ESRS implementation on track for 2027 full disclosure

**Aligned:** ISSB S1/S2 climate disclosures, UK SDR anti-greenwashing controls

High level, double materiality assessment completed, ESRS E1/S1/G1 disclosure frameworks in development and ESG data systems being upgraded.

## Sustainable procurement

Enhanced supplier due diligence covering environmental performance, labour practices, ethics and data security being ramped up through Partner With Purpose supplier management programme.

ESG requirements are being integrated into contracts. Target: 80% response rate to supplier sustainability assessments in FY26.

## ESG linked executive objectives

We have introduced ESG performance and risk metrics into executive annual objectives covering GHG reduction targets, employee engagement scores, data security performance and ethics compliance. This links our leadership directly to our sustainability outcomes.

Aligned with ESRS G1 - business conduct

## Data privacy and cybersecurity

As a data analytics company handling sensitive consumer and client data, data privacy and cybersecurity are fundamental to our social license to operate. Data subjects trust us with their information and clients depend on us to maintain the highest standards of data protection.

## Our approach

- 100% ISO 27001 certified information security management system maintained across all operations
- 0 data breaches or significant security incidents
- Regular penetration testing and vulnerability assessments
- Mandatory annual cybersecurity training for all employees
- Mandatory annual GDPR training for all employees
- Data subject rights management and transparent privacy practices

## Governance body

Governance body	ESG responsibilities	Meeting frequency
Board of directors	Overall ESG strategy, risk oversight, material topic approval, CSRD reporting	Quarterly ESG reviews
Executive leadership team	ESG strategy implementation, resource allocation, cross-functional coordination	Monthly ESG updates
Risk committee	Operational ESG initiatives, target monitoring, stakeholder engagement	Monthly meetings
Ethics committee	Ethical data use, AI governance, business conduct oversight	Quarterly reviews

# 2026-2030 strategic targets

## CSRD compliance roadmap

### 2026 milestone

Full CSRD aligned ESG reporting for all material topics identified in double materiality assessment.

We are developing comprehensive disclosures aligned with ESRS E1 (climate), ESRS S1 (own workforce) and ESRS G1 (business conduct), along with entity-specific disclosures for data privacy and cybersecurity.

## Social targets

### Workforce development commitments

- Maintain employee training above 40 hours per employee annually
- Maintain a minimum of 55% women in leadership positions by 2027
- Reduce gender pay gap to below 5% by 2028
- Maintain employee retention rate above 85%
- Expand mental health support with certified workplace wellbeing standard

### Community investment

Grow CACI Cares volunteer hours to 2,000+ annually by 2027

Launch data literacy education programme for 500+ students from underrepresented communities

## Environmental targets

Progress toward net zero or carbon neutral

### Climate commitments

- Establish science-based targets aligned with 1.5°C pathway by end of 2026
- Achieve carbon neutrality for all scopes by 2030, with a reduction in carbon emissions of 70% and responsible offsetting for the remaining emissions
- Achieve 100% renewable energy across all key CACI UK office locations by 2028
- Through Partner With Purpose, increase sustainable supplier focus across carbon emissions, labour, human rights and ethics. September 2025 saw CACI rolling out its first sustainable supplier survey. Sustainability will now form part of every supplier review and procurement decision. In FY2026, 100% of new suppliers will be selected on the basis of sustainability and 100% of existing suppliers will be surveyed on sustainability. By FY2028, 60% of suppliers will have adopted science-based targets, increasing to 100% by FY2030
- Reduce Scope 3 emissions (business travel, supply chain) by 60% by 2030

## Governance targets

### Data privacy and security

- Maintain zero data breaches and the ISO 27001 certification
- Implement AI ethics framework aligned with EU AI Act requirements
- 100% cybersecurity training completion by our staff annually

### Business conduct

- Maintain zero tolerance for corruption with a 100% ethics training completion rate among staff
- Expand supplier ESG assessment to 90% of technology and services spend by 2027
- Enhance board ESG expertise with a dedicated sustainability committee by 2026
- Link executive compensation to material ESG KPIs from 2026

### Continuous improvement

We are committed to annual materiality reviews to ensure our ESG strategy remains responsive to evolving stakeholder expectations, regulatory requirements and emerging sustainability challenges in the data analytics sector.



## Appendix A: regulatory alignment

Regulation	Meeting frequency	Key actions
CSRD/ESRS	In progress	Double materiality completed, ESRS E1/S1/G1 disclosure development, data systems upgrade, 2029 readiness target
SECR	Compliant	Annual GHG reporting, energy efficiency disclosure, Scope 1-3 emissions tracked
ESOS	Compliant	Energy audits conducted, efficiency opportunities identified and being implemented
UK SDR	Monitoring	Anti-greenwashing controls, sustainability claims governance, disclosure reviews
ISSB S1/S2	Monitoring	Climate related disclosures aligned with TCFD/S2 requirements
Modern Slavery Act	Compliant	Annual statement published, supply chain due diligence, risk assessments conducted

Governance table [X]: The table below summarises CACI's current environmental, social and governance accreditations and certifications, outlining their scope, relevance and status across our operations.

Category	Accreditation/certification	Scope/description	Status
Environmental	ISO 14001 - Environmental Management	Certified at CACI House, Kensington Village; supports systematic environmental performance improvement and legal compliance.	Certified
	Carbon Reduction Plan (2030 target)	Commitment to achieve carbon neutrality by 2030 with active measurement and reporting of Scope 1, 2 and 3 emissions.	In progress
	Carbon Disclosure Project (CDP)	CACI Limited submits annually to CDP and gets rated as a named subsidiary of CACI International.	Certified
	Science Based Targets initiative (SBTi)	Accepted onto the Commitment phase for SBTi in late Autumn 2025, with a view to setting science based targets by the end of 2026.	Commitment phase
	EcoVadis ESG Rating	External ESG assessment covering ethics, labour, human rights and sustainable procurement.	Bronze (raising to gold target)
	Disability Confident Employer	UK government scheme demonstrating inclusive and accessible employment practices.	Active
	Fair Payment Code	Ensures prompt and fair supplier payments (participation to be confirmed).	In progress
	NHS Caldicott Guardian	Custodians appointed for responsible handling of sensitive NHS data in healthcare projects.	Compliant
	Social Value Model (MAC )	Alignment with the Public Services Procurement Act 2023 on equality, wellbeing and environmental themes.	Compliant
	ISO 27001 - Information Security Management	Enterprise-wide certification covering all offices and data centres (Certificate IS501477 valid to 2027).	Certified
Social	Cyber Essentials/Cyber Essentials Plus	UK government-backed certifications validating operational security and cyber resilience.	Certified
	ISO 9001 - Quality Management	Applies across all business units, demonstrating quality and continuous improvement.	Certified
	ISO 20000 - IT Service Management	Confirms excellence in IT service delivery across business units.	Certified
	ISO 45001 - Occupational Health and Safety	Applicable to specific business units (for example, Bristol, North Allerton, Digital Solutions).	Certified
	ISO 17025/ISO 17043	Accreditation for testing and proficiency standards in specialist service areas.	Certified
	DMA Data Seal	Verification of ethical data management in marketing and analytics.	Certified
	FSQS/RSQS	Financial and retail sector supplier assurance accreditations.	Approved supplier
	NHS DSPT	Defence and healthcare sector accreditations ensuring data and service-level compliance.	Approved

## Appendix B: definitions and data sources

CACI's activities generate greenhouse gas emissions across the three scopes. Details on how these emissions are identified can be found below in Table 1: Emission and data sources for each GHG emission scope.

Scope	Emission source	Data	Data source
Scope 1: direct emissions	ISO 14001 - Environmental Management	Natural gas consumption	Invoices or estimations
	Refrigerants/F gases	Cooling systems leaks	F gas top ups
Scope 2: indirect electricity emissions	Purchased electricity for own use	Office electricity consumption	Invoices or estimations
		Data centre electricity consumption	Invoices or estimations
Scope 3: value chain emissions	Category 1: purchased goods and services	Expenses	Expenses divided by category
	Category 2: capital goods	Expenses	Expenses divided by category
	Category 3: fuel and energy related activities (not included in Scope 1 or scope 2)	Electricity consumption for all sites	Invoices or estimates
	Category 5: waste from operations	Waste generated	Country averages
	Category 6: business travel	Employee work related travel	Travel data
	Category 7: employee commute	Commuting of site-based employees	Employee survey

## Appendix C: carbon emissions

	2025	2024 (baseline)	Change since 2024	Change
Scope 1 (t CO <sub>2</sub> e)	Fuel combustion <sup>7</sup>	35.99	46.33	▼ 22%
	Refrigerant leaks <sup>8</sup>	0.30	-	- 22%
	Direct emissions <sup>9</sup>	36.29	46.33	▼ 22%
Scope 2 (t CO <sub>2</sub> e)	Electricity - LB <sup>11</sup>	109.74	182.14	▼ 40%
	Electricity - MB <sup>12</sup>	74.37	139.71	▼ 47%
	Indirect emissions <sup>13</sup>	74.37	139.71	▼ 47%
Scope 3 (t CO <sub>2</sub> e)	Category 1: purchased goods and services <sup>14</sup>	2,005.02	-	-
	Category 2: capital goods <sup>15</sup>	2,948.55	-	-
	Category 3: FERA <sup>16</sup>	12.58	-	-
	Category 4: upstream transportation and distribution <sup>17</sup>	-	-	-
	Category 5: waste from operations <sup>18</sup>	373.63	343.76	▲ 9%
	Category 6: business travel <sup>19</sup>	183.86	143.62	▲ 28%
	Category 7: employee commute and WFH <sup>20</sup>	382.03	378.3	▲ 1%
	Category 9: downstream transportation and distribution <sup>21</sup>	-	-	-
	Scope 3: indirect emissions <sup>22</sup>	5,905.66	865.68	-

<sup>7</sup> Includes fuel combustion from natural gas for locations where CACI operates its own HVAC systems; specifically, CACI House and Northallerton.

<sup>8</sup> Refrigerant leaks occurred at CACI House and Abingdon House. Although the CACI House recharge was completed in September 2025 (outside the reporting period) and no recharges occurred at Abingdon, this data has been included. No leaks were reported in 2024 due to unavailable recharge information.

<sup>9</sup> Total emissions from fuel combustion and refrigerant leaks.

<sup>10</sup> An 11.9% reduction in electricity usage was observed at CACI House, contributing to lower emissions in 2025. Other factors include a change in the 2024 methodology, where CIBSE TM46 office benchmarks were used instead of the previously applied CIBSE Guide F Prestige Office benchmarks. This adjustment ensures the calculation methodology aligns with data reported for the SECR. An updated estimate will be applied in next year's reporting.

<sup>11</sup> LB refers to Location based emissions. The location-based method reflects the average emissions intensity of the grids where energy consumption occurs.

<sup>12</sup> MB refers to Market based emissions. A market-based method reflects emissions from electricity that companies have purposefully chosen. It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims. The company also made progress in increasing the share of renewable electricity used across its UK operations. In 2025, two UK sites: CACI House and Abingdon were powered by 100% green electricity, up from just CACI House in 2024.

<sup>13</sup> Indirect emissions refer to market based emissions only.

<sup>14</sup> Emissions for this category were calculated using spend-based data. This category was first included in the 2025 carbon footprint, so 2024's data is recorded as zero. The data also excludes CACI's acquisition, Identity E2E.

<sup>15</sup> Emissions for this category were calculated using spend-based data. This category was first included in the 2025 carbon footprint, so 2024's data is recorded as zero. The data also excludes CACI's acquisition, Identity E2E.

<sup>16</sup> This category was first included in the 2025 carbon footprint, so 2024's data is recorded as zero.

<sup>17</sup> CACI is a services company focused on delivering data and technology solutions to clients therefore, transportation providers are not relevant to the business' goals. As a result, the transportation of purchased goods does not contribute to CACI's scope 3 emissions.

<sup>18</sup> Waste emissions are based on IPCC provided country averages and DESNZ factors due to unclear segregation between CACI and other tenants; methodology improvements are planned for next year. Same methodology was used for the previous year's calculation. The increase in emissions is due to the rise in employee numbers, which is also partly driven by recent acquisitions.

<sup>19</sup> This category covers emissions from the company's grey fleet (employees' personal vehicles used for business trips) and other work-related travel, excluding commuting between home and the workplace. The increase in emissions is due to the rise in employee numbers, which is also partly driven by recent acquisitions.

<sup>20</sup> Emissions from employee commuting are not directly controlled by the reporting company but arise from its operations. This category includes emissions from various transportation modes, including personal vehicles, public transit, carpooling, and others. Emissions from home working are also included. Employee commuting data for 2024 and 2025 are based on surveys conducted by CACI. Home working emissions were estimated using annual employee numbers, DESNZ factors, and accounting for CACI's two types of contracts; fully remote (UK only) and hybrid. The slight increase in emissions is partly due to a rise in employee numbers, which is also partially driven by recent acquisitions.

<sup>21</sup> CACI is a services company using data and technology to provide their clients with solutions, meaning transportation and distribution of sold products are not relevant to the business' goals and do not contribute to CACI's scope 3 emissions.

<sup>22</sup> Includes emissions from all categories of scope 3 for the relevant year. A year on year comparison is not done because some categories were not calculated for previously in year 2024.

Table: Emissions across CACI's scopes for 2025 and 2024.

## Appendix D: acquisitions and ESG

CACI continues to grow through both organic expansion and strategic acquisitions, with ESG factors forming a key part of our evaluation process to ensure alignment with our values and sustainability commitments.

- Cyber-Duck - acquired November 2023
- Rowe IT - acquired May 2024
- Identity E2E - acquired April 2025

The FY2025 carbon emissions data accounts for the carbon footprint of all three acquisitions. However, Scope 3 spend-based emissions (used to calculate categories 1 and 2 emissions from Scope 3) currently exclude Identity E2E, as the data was unavailable at the time of reporting. We estimate this omission represents less than 1% of total emissions and plan to include the data in next year's reporting cycle.

### Get in touch

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