



All in for a
better future

2025 Sustainability and Action Report

Reflections

from our senior management



Thai Lee

President and CEO

What drives SHI's commitment to sustainability?

We serve a diverse, global client base, including organizations with ambitious climate and ESG targets. Our customers increasingly expect SHI to demonstrate measurable climate action and responsible business practices. By advancing sustainability across our solutions, operations, and workforce, we also enhance our operational efficiency, manage risk, and foster greater employee engagement and pride. Sustainability isn't just one team's responsibility — it's something we all need to be part of. We're eager to work closely with our customers, suppliers, and each other to make a real difference. We're all in this together for a better future.

What are your reflections on 2025?

In 2025, SHI achieved outstanding results, exceeding \$16 billion in consolidated sales. Sustainability was integrated across our offerings, operations, and partnerships, reflecting our ongoing commitment to responsible growth. We invested more than \$35 million to enhance our IT and office infrastructure in New Jersey and Texas, with sustainability guiding both our planning and the resulting gains in operational efficiency.

Our people remain central to our progress. Over 1,200 new team members joined SHI — most from SHI India (formerly Locuz). We are now a 7,000-strong team. We expanded our wellness, rewards, and learning programs, and launched the WorkDay HR platform to empower employees with greater career development and self-service opportunities.

We also supported our customers on their sustainability journeys. Our solution pillars — including cybersecurity, AI, software, and modern workplace — are designed to help customers innovate, increase efficiency, and achieve their own sustainability goals.



James Prior

Chief Financial Officer

What progress did SHI make in sustainability?

Since launching our ESG journey in 2022, SHI has elevated sustainability to a central component of our business strategy, closely aligning with our goals for operational efficiency, digital transformation, and long-term growth. In 2025, we focused on advancing our science-based climate targets — we have now achieved our target of reducing Scope 1 and 2 emissions by 50% by 2030.

We made strong progress across our value chain: 57% of our suppliers by spend now have SBTi-approved targets, as do 7% of our customers by revenue. We enhanced our GHG inventories for business travel and waste, and are actively evaluating further opportunities in these areas. Additionally, we introduced a new supplier sustainability assessment process, strengthening our risk management and decision-making.

In 2025, we maintained our EcoVadis score of 73, keeping SHI in the top 15% of assessed organizations, and improved our CDP Climate score to B. We continued empowering our customers to make more sustainable IT decisions by providing product-level carbon insights. Our sustainability reporting grew in both scope and depth, and we continued with independent assurance over emissions and other key performance indicators.

2025 Highlights



Products

Over
240,500
products offered by SHI are covered by ENERGY STAR, EPEAT, or TCO certifications

↑ 1%
increase of weight of devices recycled or remarketed for customers

57%
of suppliers (vendors) by spend have science-based climate targets



Kapil Bansal
SVP, Global Sales and Solutions

How does SHI support its customers in sustainability?

In 2025, SHI continued to adapt and expand sustainability solutions across our entire portfolio.

We offered energy-efficient hardware to our customers, with responsible end-of-life strategies to minimize environmental impact. Our software solutions drove greater efficiency and collaboration, reducing the need for travel and enhancing overall resource utilization. With the growing adoption of AI, we delivered data center solutions with advanced cooling technologies, assisted customers in developing and implementing AI use cases that achieved business objectives, and unlocked greater environmental and social benefits.

As energy costs rise and grid connectivity becomes increasingly challenging, we are focused on providing holistic solutions for our customers' needs. Our robust sustainability program framework allows us to meet our customers' supplier requirements, provide future-oriented solutions, and nurture long-lasting and trust-based relationships.

[See pages 14-19 for information on Products >>](#)



Planet

100%
electricity consumption matched with renewable energy

↓ 87%
reduction of Scope 1 and Scope 2 emissions (market-based) since 2023

98%
of waste diverted from landfill



Steve Alt
VP, Operations

What operational progress has SHI made in 2025?

In 2025, SHI achieved an 87% reduction in market-based Scope 1 and 2 emissions, even as we continued to grow our business and workforce. We matched 100% of our electricity consumption

by combining on-site solar PV generation with renewable energy certificates.

Building on lighting and HVAC upgrades at key facilities, we are embedding sustainability into the planning of our expanding footprint in New Jersey and Texas. This includes not only how we manage our buildings, but also how we approach processes like packaging and waste management. Since 2025, all of our U.S. and U.K. integration centers are covered by ISO 14001. Our integrated approach to sustainable operations underscores SHI's ongoing commitment to climate action.

[See pages 20-28 for information on Planet >>](#)

2025 Highlights



People

16.1

hours were spent on training by employees, on average

31.6%

of SHI's employees were women

186

employee donations were matched as part of the SHI Giving Program



Ellen Mass
SVP, Human Resources

How is SHI investing in its people?

We strengthened our talent base by welcoming over 1,200 new team members, including colleagues from SHI India (formerly Locuz), and advancing more than 1,000 internal promotions to support organizational scalability. We enhanced operational efficiency and employee productivity through a modern HR system, expanded hybrid work flexibility for over 90% of our workforce, and targeted leadership development such as Echelon Front training. We also reinforced our cultural and social impact through donation-matching and inclusion initiatives that align with our long-term business and people strategy.

[See pages 29-41 for information on People >>](#)



Principles

97%

of employees trained on anti-bribery and corruption¹

Top 15%

ranking among all organizations assessed by EcoVadis (2026 score 73/100)

B

CDP Climate Score (2025)

¹As of end of year



Kevin McCann
General Counsel

How does SHI uphold ethical and governance standards?

SHI maintains high ethical standards through our Code of Conduct. In 2025, we updated our mandatory training that covers all key ethics topics, including sustainability. We also refreshed our Partner Code of Conduct and Labor and Human Rights Policy, and introduced an enhanced supplier due diligence platform. Our alignment with the UN Global Compact reinforces our ongoing commitment to integrity, transparency, and responsible business, and we expect our employees and suppliers to apply these principles every day.

[See pages 42-48 for information on Principles >>](#)



Who we are

For over 35 years, SHI has been dedicated to delivering exceptional value, innovation, and customer experience as we help organizations around the world select, deploy, and manage technology. From our humble beginnings as a \$1 million software reseller to our current position as a \$16 billion global solutions provider, our commitment to our customers – and to doing business the right way – remains unchanged.

Today, more than 17,000 organizations trust SHI as their technology partner, relying on our deep relationships with leading software publishers and hardware vendors. Our personalized, consultative approach shortens decision cycles and ensures every project benefits from the expertise of our 1,000+ technical specialists.

With 7,000 employees and over 30 offices worldwide, including major integration centers in the U.S., U.K., Europe, and Asia, SHI has the global presence and local expertise to support our customers wherever they are. Our solutions cover the full spectrum of IT challenges, from infrastructure and end-user computing to cybersecurity, artificial intelligence, and IT optimization.

As the largest Minority- and Woman-Owned Business Enterprise (MWBE) in the United States, SHI is proud to champion diversity, equity, and inclusion at every level of our organization. We view sustainability as a core business principle, and we are committed to responsible growth that benefits our customers, employees, communities, and the environment.

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Where we are

As a truly global IT solutions provider, SHI supports customers from more than 30 locations worldwide. Headquartered in Somerset, NJ, we have operations that span North America, Europe, Asia-Pacific, and beyond. SHI's Integration Centers allow us to configure and ship thousands of devices every day, while our Customer Innovation Centers offer hands-on experiences with the latest technologies. Our Executive Briefing Centers bring together our customers, partners, and experts to share thought leadership and participate in workshops throughout the year. This strategic network allows us to provide localized support and solutions tailored to regional requirements.

We're your **trusted**, **dependable**, and **connected** technology solution partner for growth and innovation.

Company profile

35+
Years of earned trust in business

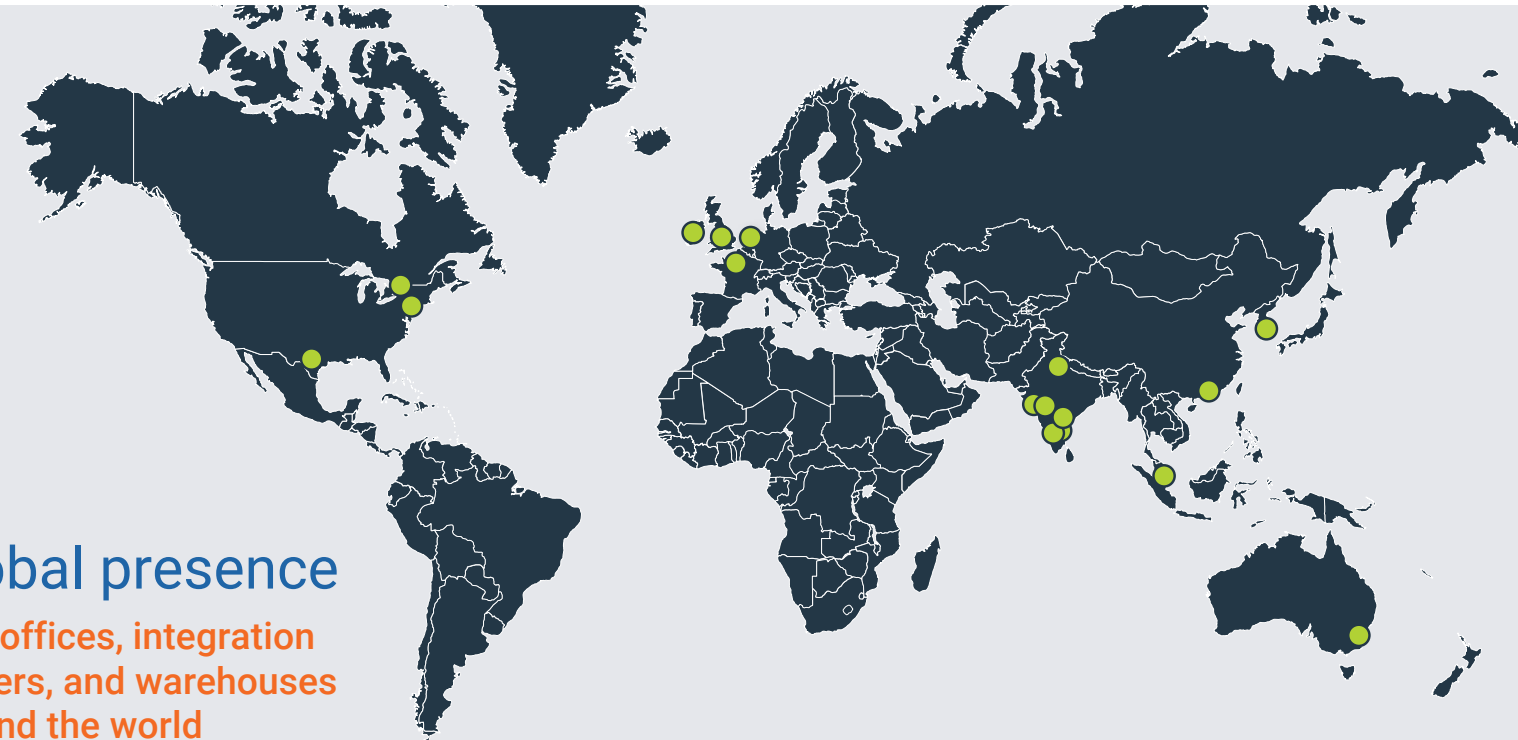
1,000+
Partnerships with tech's top-tier brands

99%
Retention across 17,000+ customers

7,000+
Employees you can count on

#1
Largest minority- and woman-owned enterprise

30+
Locations globally



Global presence

with offices, integration centers, and warehouses around the world



Advanced Integration Centers, Innovation Labs, and Executive Briefing Centers



Dedicated, tenured account teams fostering long-term partnerships



Sales solution support for emerging and disruptive technologies

What we do

SHI offers an extensive array of IT solutions and services designed to cater to our customers' diverse needs. Our portfolio includes – but is not limited to – hardware and software procurement, cloud and data center solutions, cybersecurity services, generative AI solutions, and IT asset management. By partnering with leading technology providers, we deliver best-in-class solutions that drive business transformation and success.

Progress you can measure. Support you can trust.

NETWORKING

Connecting your people securely wherever work happens

Network management

Mobility

IoT

Wi-Fi7

DATA CENTER

Running workloads reliably day in and day out

AI solutions

Cloud services

Data management

Hybrid data centers

Networking

CYBERSECURITY

Blocking attacks at the door before they do damage

Apps and endpoints

Program and operations

Cloud and data identity

Infrastructure and network

MODERN WORKPLACE

Removing friction from work across every location and device

Asset recovery

Collaboration

Device as a service

Printing and imaging

Device lifecycle management

SOFTWARE and CLOUD

Helping you adopt cloud on your terms not your vendor's

FinOps

SAM

Software advisory

Cloud managed services

FULL-STACK AI

Turning AI into outcomes not just experiments

Advisory services

Deployment

AI and Cyber Labs

Responsible AI

Adoption

IT SPEND OPTIMIZATION

Reclaiming budget from unused spend to fuel what matters most

ITAM

Technology finance solutions

Procurement

Software advisory

FinOps and cloud cost optimization

Awards, assessments, and certifications

Sustainability-related awards received in 2025

Forbes

America's Best-In-State Employers 2025

Newsweek

America's Greatest Workplaces for
Inclusion & Diversity

America's Greenest Companies 2025



Overall Partner of the Year



Supplier Environmental Award

Sustainability assessments

ecovadis

Score: 73/100 (Silver)



Climate score: B (2025)
Supplier engagement score (2026): A-
Water score: C (2025)



Near-term climate targets verified

Certifications

**ISO 14001
Environmental Management Systems**

Data Center Factory at Ridge
End-User Integration Center
Data Centre Factory at Nexus



Corporate Plus Member



New York & New Jersey Minority Supplier
Development Council



Living Wage Employer
SHI U.K.



Very good
Data Centre Factory at Nexus



Gold for commercial interiors
SHI Headquarters, Somerset, NJ

Gold for building design and construction
SHI Austin Headquarters, Austin, TX

Sustainability strategy and governance



Sustainability is embedded within SHI's business strategy; it's essential for ensuring our future resilience and operational efficiency. Our four-pillar approach is centered on key material topics and underpinned by our corporate values, driving inspired action across our operations. By establishing science-based climate targets and aligning with the UN Global Compact, we champion global sustainability goals and motivate our partners to maintain similar standards. Our robust governance framework, led by our CFO and ESG Committee, ensures accountability and seamless integration with business growth. Through active stakeholder engagement, we prioritize transparency and trust, fostering collaborative progress and shared success.

Sustainability strategy

Sustainability is an integral part of SHI's business strategy, helping us drive a sustainable digital transition. It enables us to influence sustainable IT procurement and usage decisions among our customers while simultaneously safeguarding and fortifying our business for the future.

Value protection. By aligning with our customers' environmental, social, and governance (ESG) requirements, we foster long-term relationships and pursue shared objectives. Our sustainability initiatives help us manage operational and supply chain risks, comply with laws and regulations, boost efficiency, and reduce costs – all which contribute to our operational excellence.

Value creation. Sustainability contributes to business growth, as we can better respond to customer requests, offer energy-efficient hardware, and provide innovative services with sustainability benefits. By focusing on sustainability, we enhance our customers', suppliers', and communities' trust in SHI. We also strengthen SHI's corporate culture and employer brand.

Our sustainability strategy is structured around the **Four P's: Products, Planet, People, and Principles**, with focus areas informed by a double materiality assessment (DMA), internal priorities, and feedback from stakeholders. We strive to make the strategy comprehensible and relatable to our stakeholders, inspiring them to align their activities with sustainability priorities and embrace change.



United Nations
Global Compact

Since 2022, SHI has been a signatory of the UN Global Compact, aligning our sustainability strategy with its core principles. We adhere to these principles in our operations and expect our suppliers to do the same by following our [Partner Code of Conduct and Sustainability Policy](#).

Through our core business activities and sustainability strategy, we aim to contribute to the following UN Sustainable Development Goals (SDGs):



Smarter choices,
stronger impact

Products

Enabling sustainable digital transformation

Energy-efficient hardware
Circular economy
Sustainable solutions
Responsible delivery

Planet

Reducing environmental
impacts of our operations

Climate action
Environmental stewardship

People

Caring about our employees
and communities

Safe and rewarding working conditions
Equal treatment and opportunities for all
Community investment

Principles

Running our business responsibly

Corporate ethics and data protection
Sustainable supply chain management
Compliance and transparency

Metrics

Policies

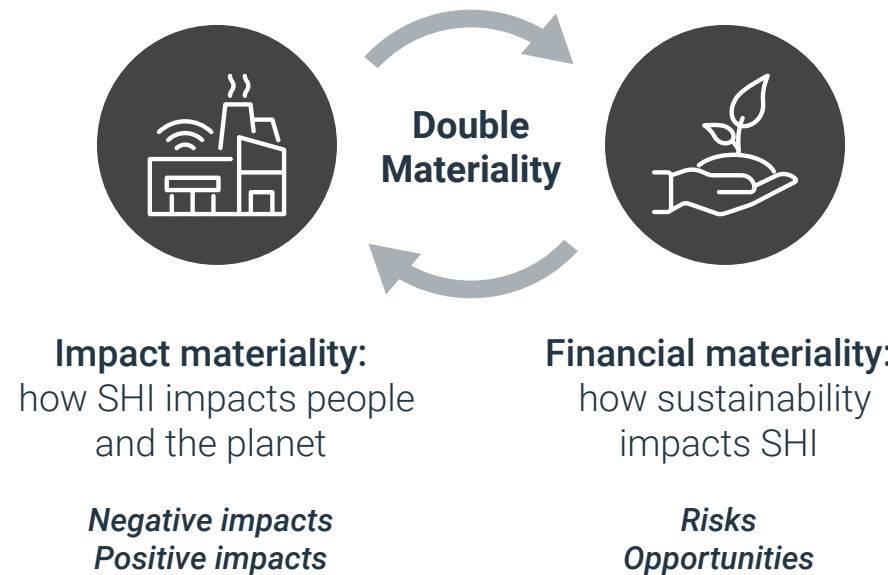
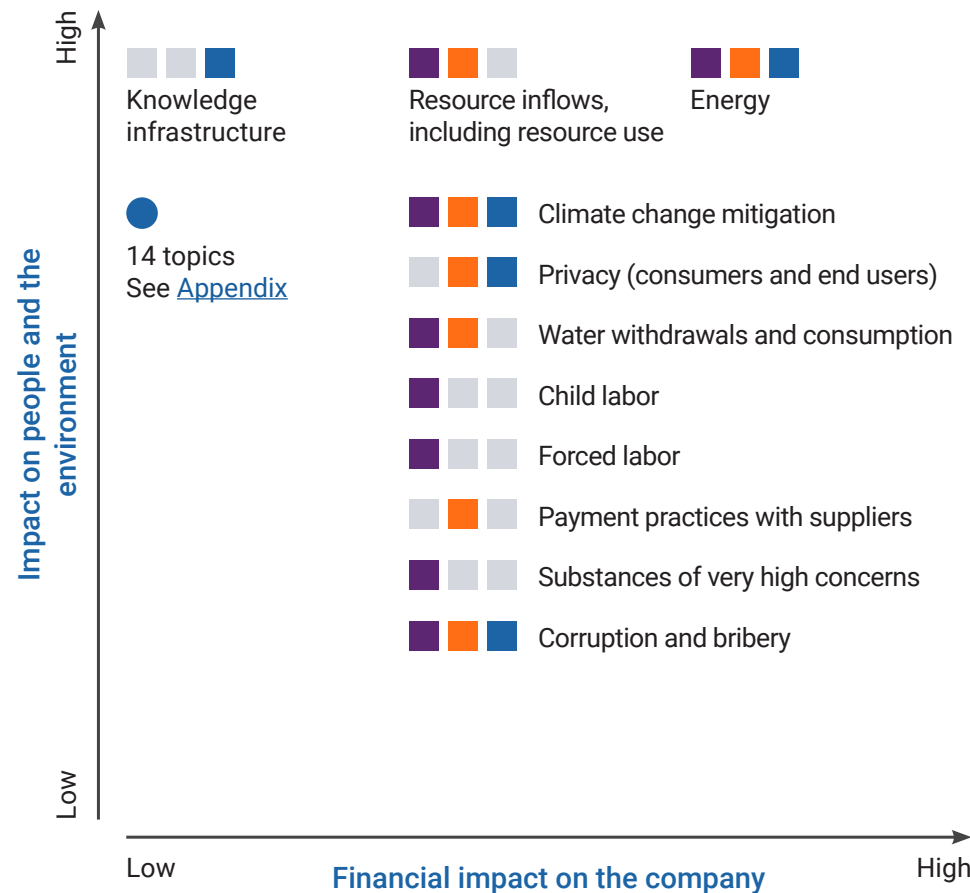
Targets

Actions

Impacts, risks, and opportunities

In 2024, we conducted a double materiality assessment to evaluate both the financial implications of environmental and social factors on our business, including risks and opportunities, as well as the impacts our operations have on the environment and society. This dual approach enables us to identify and prioritize the issues most critical to sustainable business growth and to meeting our broader responsibilities. The same material topics identified in 2024 remained relevant in 2025.

Material topics (across value chain)



DMA process

Our DMA process included the following steps:

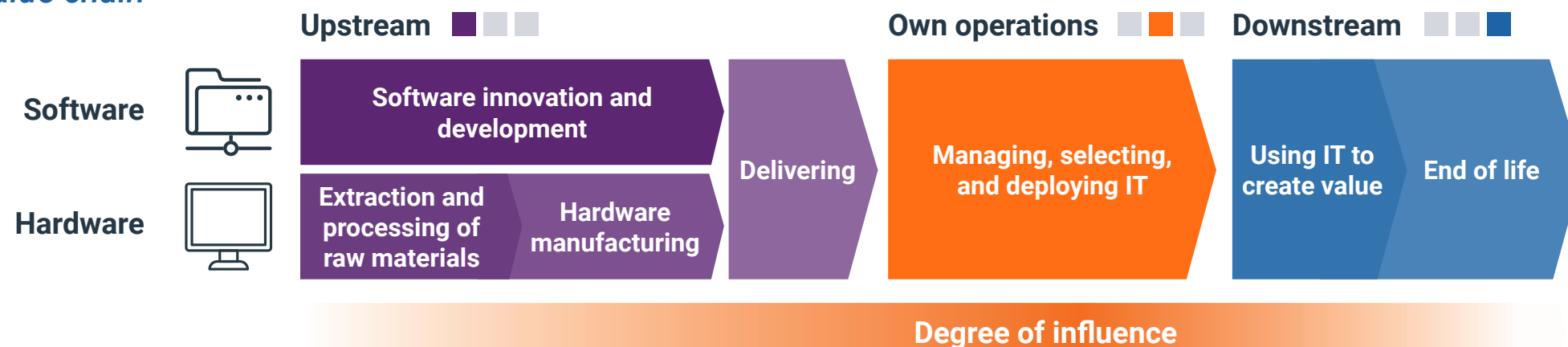
- 1. Understanding context:** We collected data on SHI’s business model, products, key ESG parameters, and revenue and expenditure structure.
- 2. Science-based analysis:** Utilizing the Upright platform, we identified material impacts, risks, and opportunities by extracting and analyzing information from scientific articles and public databases.
- 3. Validation:** We critically reviewed and validated the initial DMA results with internal stakeholders from across the organization.
- 4. Integration:** We used the DMA results to guide our reporting scope, supplier due diligence program, and sustainability strategy development.

During the DMA, we explored topics spanning SHI’s entire value chain, reaching beyond our immediate operations. We recognize the importance of taking accountability for material issues connected to our suppliers and customers. As a value-added reseller (VAR), we can engage our business partners, but we are not directly involved in manufacturing and cannot dictate our customers’ choices.

While the DMA provides valuable insight into key sustainability topics, it does not capture the full range of risks and opportunities SHI faces.

See the full list of material topics in the [Appendix](#).

Value chain



Climate-related risks and opportunities

Climate change is a megatrend impacting the entire IT sector. At SHI, we assess climate-related risks and opportunities through a double materiality lens (see page 52), complemented by analysis of supplier disclosures, climate scenario analysis, and previous risk assessment for business continuity planning. This evaluation spans our full value chain and considers both physical and transition risks.

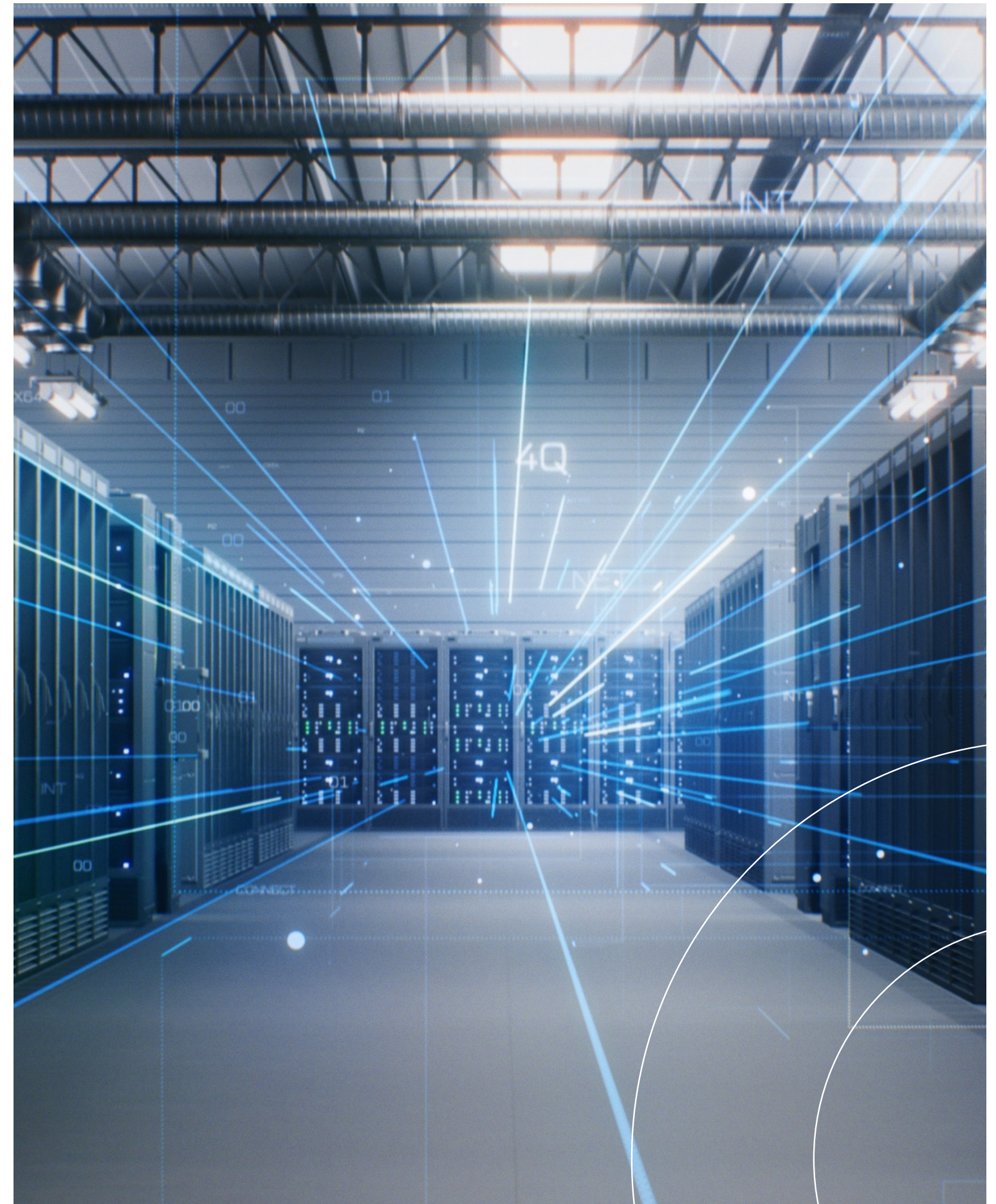
Key risks for SHI include rising costs driven by energy market volatility and growing demand from AI workloads. Physical risks, such as extreme weather, may disrupt supply chains, leading to delays, increased insurance, and higher procurement costs. We also monitor evolving regulatory landscapes and the potential for carbon pricing on IT products. Our opportunities arise from shifting customer preferences toward sustainable procurement and market growth for green IT solutions. Decarbonization efforts can also drive operational efficiency and cost savings.

These risks and opportunities are already addressed through our sustainability strategy and business continuity plans. However, as a VAR, we acknowledge that some risks remain beyond our direct operational control.

SHI's sustainability strategy, along with our group and site-level policies, addresses material topics related to our operations, as well as upstream and downstream activities. We recognize our varied influence in supplier and customer engagement and, therefore, prioritize actions within SHI's own operations where we can make a tangible difference.

For upstream activities, our strategies and actions rely heavily on our key suppliers, including OEMs, distributors, and logistics providers. We are proud to collaborate with partners that have established sustainability programs. Upstream topics are managed through our [Partner Code of Conduct and Sustainability Policy](#), the implementation of a supplier's sustainability due diligence system, and direct engagement with key suppliers. For more details, see our sustainable supply chain management section.

For downstream activities, management relies on the choices our customers make when procuring and utilizing hardware and software. Our goal is to provide complete and transparent information about our products and services, ensuring the necessary health, safety, and environmental data from OEMs is passed on to customers. We also offer insights into product carbon footprints and ESG credentials of vendors, continue to extend our range with energy-efficient products, and provide supporting sustainability solutions to empower customers to make informed choices. For additional information, see our [sustainable solutions](#) section.



Sustainability governance

At SHI, we are committed to embedding sustainability into our strategic decision-making and operational practices. Our governance framework ensures clear oversight, accountability, and execution across all levels of the business.

Our executive leadership team, including our CEO and CFO, is directly responsible for driving our sustainability strategy and aligning it with business growth and financial planning.

ESG Committee

Our ESG Committee offers strategic guidance, monitors sustainability performance, and ensures execution. Chaired by the CFO, the ESG Committee consists of senior leaders from sales, partner management, human resources, and operations. In 2025, the committee met twice to discuss progress on sustainability goals, review reporting, and ensure alignment of sustainability objectives with departmental plans.

ESG Team

On an operational level, our central ESG team, which is part of the Finance department, is responsible for coordinating SHI's sustainability strategy development. The team ensures regulatory compliance, leads external engagement and reporting, and initiates internal projects to improve sustainability performance. The ESG team also works with the Internal Audit and Risk Management teams to ensure sustainability is part of SHI's corporate business assurance strategy.

ESG Working Group

Working closely with the ESG team, our cross-departmental ESG Working Group includes operational managers from HR, Operations, and Legal. They focus on implementing ESG initiatives, enhancing internal reporting systems, and providing data that informs group-wide ESG reporting.

This multi-tiered governance approach ensures that ESG remains a core pillar of SHI's long-term value creation and risk management strategy.

Stakeholder engagement

At SHI, we recognize that our stakeholders, including customers, employees, partners, and the wider community, are integral to our success and sustainability. By fostering open communication, collaboration, and mutual understanding, we aim to build trust and create value for all parties involved. Our approach involves actively listening to stakeholder feedback, addressing concerns, and incorporating their insights into our decision-making processes.

SHI's stakeholder engagement channels

Employees

- Departmental surveys
- Employee Resource Groups
- Intranet
- Town halls
- Volunteering initiatives
- Yammer

Customers

- Annual summits
- B2B events
- Business reviews
- ESG requests
- Product marketing
- SHI Resource Hub

Suppliers

- B2B events
- Business reviews
- Onboarding

All stakeholders

- Annual Sustainability and Action Report
- Website and social media



Products

Enabling sustainable digital transformation



At SHI, we are committed to empowering our customers to make informed and sustainable decisions in purchasing and managing IT resources. We offer a range of energy-efficient hardware solutions and provide comprehensive sustainability services, including ITAD, cybersecurity risk management, and server energy efficiency advisory. Our partnerships with manufacturers, distributors, and logistics providers who have robust sustainability programs further enhance our ability to deliver eco-friendly solutions. By integrating these practices, we support our customers in their sustainability journeys, helping them reduce environmental impact and achieve their sustainability goals.



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation



To ensure sustainable consumption and production patterns

Highlights

240,500

products offered by SHI are covered by ENERGY STAR, Electronic Product Environmental Assessment Tool (EPEAT), or TCO certifications

↑ 1%

increase of weight of devices recycled or remarketed for customers

57%

of suppliers (vendors) by spend have science-based climate targets

Technology for good

Information technology is a powerful enabler of positive social outcomes, transforming the way communities learn, heal, govern, and innovate. Across sectors including education, healthcare, government, and scientific research, technology helps bridge gaps, reduce barriers, and expand access to opportunity, regardless of geography or circumstance.

Education

SHI partners with educational institutions to help them inspire lifelong learners, foster collaboration, and keep their networks secure. Our education experts understand the budget challenges that schools face and provide comprehensive support, including assistance with federal grants and E-Rate funding, to help maximize resources and accelerate educational outcomes. Whether it's developing modern collaborative learning spaces, supporting professional development for teachers, launching STEAM initiatives, or building esports programs, SHI connects schools with the right technology to shape the future of education.

Healthcare

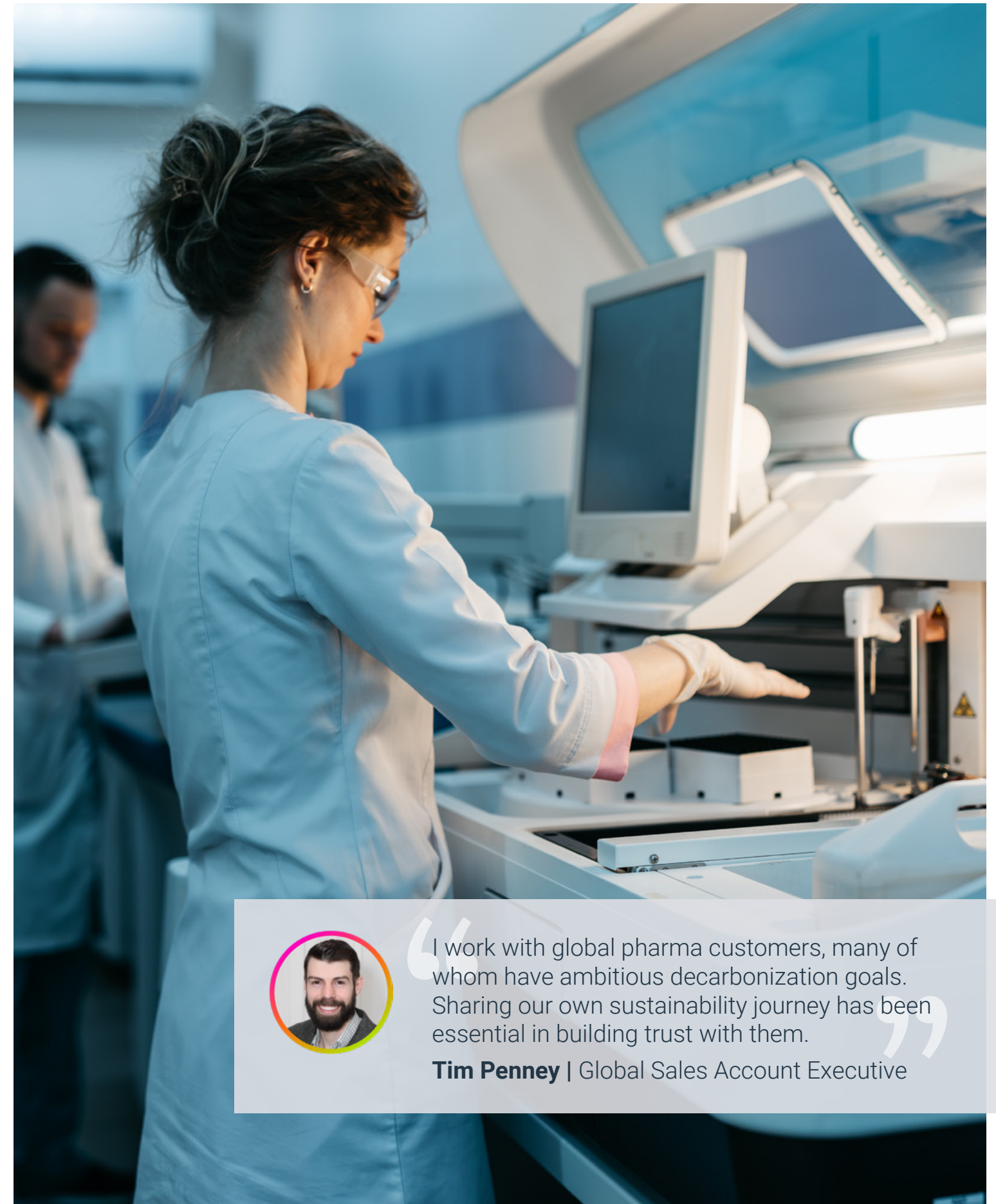
SHI supports healthcare providers with innovative IT solutions that enhance patient care, increase operational efficiency, and strengthen security. Our dedicated healthcare team helps organizations leverage technology to deliver equitable and patient-centered care, improve staff productivity, and navigate complex procurement decisions.

Government

SHI collaborates with government agencies at all levels to modernize digital infrastructure, enhance public services, and improve operational efficiency. By providing secure cloud platforms, advanced networking, and robust cybersecurity solutions, SHI empowers governments to better serve their communities and respond to critical challenges with agility and resilience.

Science and innovation

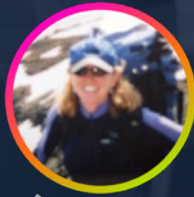
In the fields of science and research, SHI supports discovery and innovation by enabling access to high-performance computing, advanced data analytics, and secure collaboration platforms. These technologies allow researchers to analyze large datasets, model complex systems, and collaborate across borders to address global challenges like climate change, disease prevention, and sustainable development. By delivering the infrastructure that underpins these efforts, SHI contributes to the advancement of knowledge and the creation of long-term societal value.



“I work with global pharma customers, many of whom have ambitious decarbonization goals. Sharing our own sustainability journey has been essential in building trust with them.”

Tim Penney | Global Sales Account Executive

Responsible AI



“SHI’s Smart AI Integrated Solutions drive innovation in smart city initiatives such as those in the Town of Vail and the City of Brownsville, demonstrating how AI can unlock social and environmental benefits.”

Linda Moffat | AI Go to Market Lead

AI offers tremendous potential, but its transformative power makes responsible implementation essential. Unmitigated risks, including data misuse and biased outcomes, can undermine trust and hinder the effective adoption of AI. By embracing responsible AI (RAI) practices, organizations can mitigate these risks and fully realize AI’s benefits.

SHI supports organizations in adopting generative AI responsibly by:

- Delivering solutions with social and environmental benefits.
- Minimizing the carbon footprint of our AI & Cyber Labs.
- Ensuring robust data security.
- Providing sustainable data center and cloud infrastructure.
- Demonstrating responsible internal AI use.



Imagine

We help customers imagine new outcomes made possible with AI and identify high-impact opportunities, from operational efficiency to improved customer experience and new revenue streams.

Our responsible approach

Through AI solutions, SHI helps drive improvements that not only enhance business efficiency but also deliver social and environmental benefits — from digital inclusivity to helping a city manage resources. See ‘AI for good’ examples.



Experiment

We enable secure experimentation in scalable environments designed for rapid prototyping and production rollout — backed by deep expertise in infrastructure, data governance, and enterprise AI.

Our responsible approach

100% of the electricity used for SHI’s AI & Cyber Labs (located within the Data Center Factory at Ridge) is matched with renewable energy. We also implement energy efficiency, water efficiency, and waste management measures on site.

AI & Cyber Labs are supported by SHI’s in-house data center, which helps to ensure protection of customer data.



Adopt

We implement solutions using a phased approach that includes hands-on training and integration with customers’ security, governance, and compliance frameworks.

Our responsible approach

SHI supports customers in the responsible deployment of AI by embedding robust security controls, promoting diversity to mitigate bias, establishing clear governance guidelines, and prioritizing education. Our approach balances automation with human oversight, leverages AI to enhance cybersecurity, ensures transparency, and includes rigorous testing. We also define clear ethical use cases to promote the development and adoption of trustworthy AI.

AI for good

Digital accessibility compliance solution

Together with partners, SHI developed a solution that enables U.S. public sector agencies and their contractors to achieve and maintain digital accessibility compliance through automated AI-driven assessment, remediation, and continuous monitoring. [Read more.](#)

SHI Agentic Smart City Solution

With our partners, SHI launched a smart city solution for Vail, Colorado. It provides a unified framework where agentic AI coordinates multiple systems — from data analysis to resident engagement — across departments. [Read more.](#)

Modern, sustainable data centers

SHI helps customers build, modernize, and relocate data centers using advanced technologies that improve energy efficiency and support sustainability goals.

Our power and cooling portfolio enables customers to reduce energy use and environmental impact through high-efficiency UPS systems, metered and remotely managed PDUs, and environmental monitoring solutions that optimize power distribution, airflow, and cooling performance. Modular and scalable infrastructure allows organizations to right-size capacity over time, reducing material use and avoided emissions.

SHI also supports responsible procurement by offering products with lower embodied carbon, RoHS compliance, and transparent lifecycle CO₂e data, helping customers make ESG-aligned decisions.

Through power audits, site assessments, roadmap development, and vendor-neutral advisory services, SHI partners with organizations to deliver resilient, efficient, and more sustainable data center operations.

Sustainable solutions

Energy-efficient hardware

SHI offers over 240,500 hardware devices that have either ENERGY STAR, EPEAT, or TCO certifications. These environmentally certified devices encompass key product categories such as computers and laptops, multifunction machines and printers, workstations, and peripheral equipment, and represent 10% of our hardware product range. We are committed to supporting customers who wish to prioritize energy-efficient devices in their procurement practices.

SHI partners with a broad range of original equipment manufacturers (OEMs) that have established sustainability programs addressing areas such as carbon emissions reduction, circularity, responsible supply chain management, and social impact. These initiatives contribute to the sustainability profile of the products and solutions offered to our customers. Several of SHI's key OEM partners, including Apple, ASUS, Cisco, Dell, HP, and Lenovo, have publicly communicated science-based climate targets. SHI also participates in OEM-led sustainability learning forums and engages in ongoing dialogue with partners to exchange best practices across a broad range of sustainability topics.

In 2025, SHI continued to provide lifecycle carbon emissions and energy consumption data for the hardware devices we sold to customers, upon request. Our assessment of all hardware sales showed a 28% increase in average lifecycle emissions per device across key categories, compared to 2024. While newer generation devices are typically more energy efficient, this increase reflects a shift in sales toward more energy-intensive devices. Future improvements in energy efficiency will depend on decarbonization actions taken by customers and end users, as a significant portion of total emissions is associated with the use phase of these devices.



Circular economy: Recycling and asset recovery

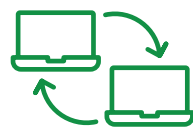
SHI is committed to reducing e-waste and minimizing associated environmental impacts while addressing the IT asset management (ITAM) challenges our customers face. For many organizations, the COVID-19 pandemic led to significant stockpiles of IT equipment. These corporate-owned devices are now approaching the end of their lifecycles. With global economic pressures increasing hardware costs and stagnant IT budgets, efficient asset management has become more crucial than ever.

Rising concerns related to data security, hardware return rates, and increasing expectations around sustainability and carbon footprint reduction continue to add complexity for organizations managing IT assets. Since 2007, SHI has operated an IT asset disposition (ITAD) program, designed to offer flexible asset recovery options tailored to diverse customer needs. Services include onsite collection and destruction aligned with recognized standards, pre-paid shipping options, and certified DoD-level data destruction. Through structured program management and transparent reporting, SHI ensures seamless multi-site asset recovery and data center decommissioning services. By facilitating value recovery through resale, payment, or credit toward replacement equipment, the program helps customers achieve their sustainability goals while maintaining operational efficiency.

SHI's IT asset disposition (ITAD) services



Recycling



Remarketing



Secure logistics



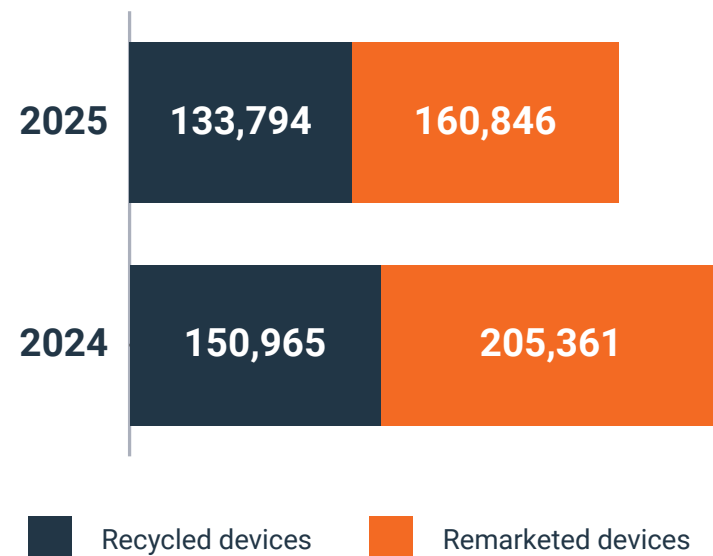
Redeployment



Decommissioning

SHI's ITAD performance

In 2025, SHI successfully processed over 294,000 devices across 32 countries, a 17% decline due to changes in the customer base compared to 2024. However, the total weight of processed devices remained at the same level (1% increase). Our unified device lifecycle management services not only address immediate IT asset challenges but also significantly contribute to a sustainable circular economy.



In addition to SHI's ITAD activities, IT manufacturers offer takeback and reuse programs to encourage recycling and upgrades. Apple, ASUS, Cisco Systems, Dell, HP, Lenovo, LG, and other manufacturers provide credits for old devices, often with extra incentives. SHI helps facilitate our customers' participation in these programs, promoting device recycling and environmentally responsible upgrades.



“In 2025, SHI's asset recovery program made big progress toward our sustainability goals by recycling, redeploying, and remarketing IT devices. As part of these efforts, I helped organize a recycling event at our headquarters in New Jersey, providing employees with a secure way to dispose of personal IT equipment and learn more about our asset recovery program. Looking ahead to 2026, we're adding AI-driven insights and smarter refresh strategies to our asset recovery portfolio, which will help us cut down even more on e-waste and offer sustainable tech solutions worldwide.”

Ashley Diangelo | Manager, Asset Recovery Services

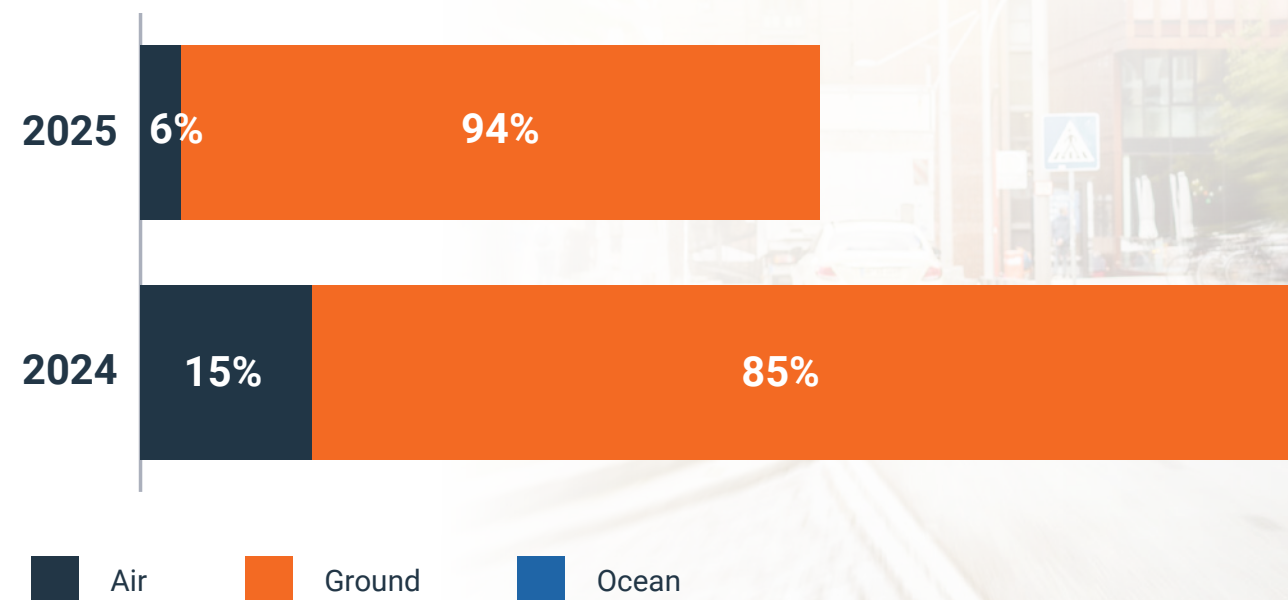
Responsible delivery

SHI delivers physical products to our customers through various channels, including shipping from SHI's warehouses, direct shipping from OEMs to customers, and shipping via distributors on our behalf. When shipping to and from SHI's warehouses, we collaborate directly with logistics companies that are committed to sustainability.

Our distribution and logistics partners are actively working to reduce their carbon footprints and improve sustainability. In 2025, 99.98% of shipments to and from SHI warehouses were managed by logistics providers with climate goals. Of these, 58.2% were handled by companies with science-based targets for reducing emissions. For example, UPS aims to reach carbon neutrality by 2050, while FedEx is targeting 2040. To achieve these goals, our partners are expanding their electric vehicle fleets, optimizing energy use, and adopting right-sized, sustainable packaging.

Many of SHI's direct logistics providers are participants in the U.S. EPA SmartWay program, which enables them to measure, benchmark, and improve their performance in air quality and fuel efficiency metrics related to freight transportation. The SmartWay program plays a crucial role in advancing supply chain sustainability by providing tools and resources for companies to improve transportation efficiency.

GHG emissions by mode of transport*



* Includes shipments to/from SHI warehouses and shipments by OEMs and distributors on behalf of SHI; includes well-to-tank emissions and doesn't include emissions associated with storage.



Planet

Reducing environmental impacts of our operations



SHI is dedicated to reducing our environmental footprint throughout our operations and value chain, aligning with our sustainability goals, industry best practices, ISO standards, and relevant laws and regulations. By actively addressing climate change and implementing environmental initiatives within our operations, we enhance the efficiency, resilience, and safety of our organization – earning the trust and appreciation of employees, suppliers, customers, and the broader community. Recognizing that, as a reseller, our direct environmental impact constitutes only a small portion of the entire IT lifecycle impact, we engage with suppliers to promote adherence to environmental standards and assist customers in making informed procurement decisions.

13



Take urgent action to combat climate change and its impacts

Highlights

100%

of electricity consumption was matched with renewable energy

↓ 87%

reduction of Scope 1 and Scope 2 emissions (market-based) since 2023

98%

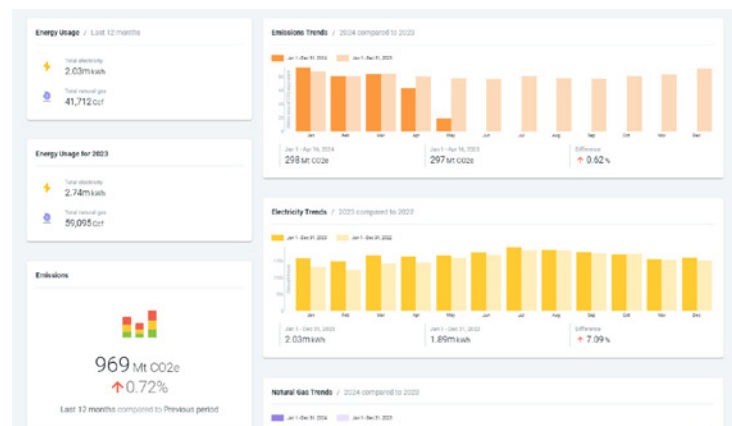
of waste diverted from landfill

Management approach

SHI's approach to climate and environmental management is guided by our Global Health, Safety, and Environment Policy. This policy sets out SHI's commitments and defines measures intended to reduce our environmental impact.

SHI monitors environmental performance on an ongoing basis, reviewing key metrics including energy consumption, water use, waste generation, and emissions. Established processes are in place to document, manage, and address any environmental incidents or non-compliance. No environmental incidents or regulatory fines occurred in 2024 or 2025.

Energy monitoring and audits



SHI utilizes the Atrius system to monitor our energy consumption and associated GHG emissions. This technology provides real-time insights, and the data points are captured directly from utility billing information, reducing the risk of errors. In 2025, we integrated SHI India (formerly Locuz) into the scope of GHG inventory.

In 2024, SHI strengthened our energy

and carbon management practices by commissioning comprehensive energy and carbon audits across 100% of integration centers in both the U.S. and the U.K. These audits provide detailed assessments of energy use, HVAC performance, lighting systems, and building management efficiency, identifying actionable opportunities to reduce operational emissions.

In the U.S., audits were conducted by NORESKO at key facilities, including:

- SHI Headquarters at 290/300 Davidson Avenue, Somerset, NJ
- Data Center Factory at Ridge, NJ
- End-User Integration Center in Knox, NJ
- Sales offices in Garza, TX and Bethlehem, PA

In 2025, SHI continued to implement energy efficiency measures based on audit findings, further supporting progress toward our climate targets.

In the U.K., audits were carried out under the national ESOS framework at:

- Milton Keynes Regional Headquarters
- Data Centre Factory at Nexus

Environmental Management Systems

SHI maintains a robust environmental management framework across our operations, supported by the implementation and certification of ISO 14001:2015 Environmental Management Systems (EMS) at all integration centers worldwide.

The adherence to ISO 14001 ensures that SHI meets consistent identification, control, and reduction of environmental impacts across operations. It also reinforces SHI's approach to:

- Regulatory compliance and risk mitigation.
- Continuous improvement of environmental performance.
- Systematic monitoring of KPIs (energy, water, waste, emissions).
- Integration of evolving best practices into operational planning for current and future facilities.

In 2025, SHI achieved ISO 14001 certification for our End-User Integration Center (NJ) and the Data Center Factory at Ridge (NJ), building on the earlier certification of the Data Centre Factory at Nexus (U.K.). As a result, all of SHI's integration centers are now certified to the ISO 14001 environmental management standard.



Climate action

Climate targets and decarbonization plan

SHI is committed to addressing climate change as a significant challenge requiring exceptional commitment, cooperation, and investment from all sectors. Since 2023, SHI has been on a journey to understand and measure our carbon footprint, deliver decarbonization initiatives, define science-based climate targets for the near term, and obtain annual external independent assurance over GHG emissions data.

In early 2025, SHI's science-based climate targets received validation from the Science Based Targets initiative (SBTi). By setting climate targets, SHI fosters a culture of sustainability that extends beyond our operations, engaging and encouraging both upstream and downstream partners on climate.


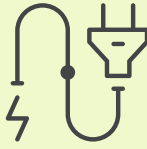





Our near-term target is to reduce absolute GHG emissions from our operations (Scope 1 and 2) by 50% by 2030, compared to our 2023 base year, lowering them to 4,467 MTCO₂e per year. SHI has also committed to reducing absolute Scope 3 GHG emissions from waste generated in operations and business travel by 50% within the same timeframe, compared to 2023 levels, limiting them to 1,573 MTCO₂e per year.

Additionally, we have set engagement targets to ensure that our key suppliers, accountable for 70% of expenditure, will have science-based targets by 2029. This commitment extends to customers generating 13% of our revenue, particularly those purchasing hardware from SHI. Collectively, our absolute and engagement Scope 3 targets cover over 67% of our Scope 3 emissions, in line with the SBTi criteria.

To effectively reduce our GHG emissions, SHI employs a strategic mix of decarbonization levers to support emissions reduction across all scopes, ensuring a comprehensive approach to the climate targets. Some of these measures have already been implemented, and we will continue to build on these actions. We plan to report on our progress against the targets in the next reporting cycles.



SHI's climate targets and decarbonization measures

	Operating our company		Selecting, deploying, and managing IT				Customers using products
	Scope 1 Direct emissions 	Scope 2 Indirect emissions 	Scope 3 Category 1 Purchased goods and services 	Scope 3 Category 4 Transportation and distribution 	Scope 3 Category 5 Waste generated in operations 	Scope 3 Category 6 Business travel 	Scope 3 Category 11 Use of sold products 
Science-based targets	<p>50% reduction of Scope 1 and 2 emissions by 2030</p> <p>100% electricity matched with renewable energy by 2025*</p>		<p>70% of suppliers by spend have science-based targets by 2029</p>		<p>50% reduction of category 5 and 6 by 2030</p>		<p>13% of customers by spend have science-based targets</p>
Progress in 2025	<p>5% increase of Scope 1 and Scope 2 (location-based) emissions</p> <p>87% reduction of Scope 1 and Scope 2 (market-based) emissions</p> <p>100% electricity matched with renewable energy</p>		<p>57% of suppliers by spend (2025) have science-based targets</p>		<p>Reassessing decarbonization strategies</p>		<p>7% of customers by revenue (2025) have near-term targets, and 1% have committed to set targets</p>
Decarbonization measures	<ul style="list-style-type: none"> Infrastructure improvements (efficient heating, cooling, lighting) Hybrid working <p>* Voluntary target</p>	<ul style="list-style-type: none"> On-site generation of renewable energy (solar PV) Purchasing of renewable energy certificates 	<ul style="list-style-type: none"> Partnering with vendors offering energy-efficient hardware Monitoring suppliers' participation in the SBTi and engaging key suppliers on climate 	<ul style="list-style-type: none"> Partnering with logistics providers participating in the EPA SmartWay program 	<ul style="list-style-type: none"> Bundling shipments to reduce packaging volume Introduction of less carbon-intensive packaging Increasing share of recyclable packaging 	<ul style="list-style-type: none"> Promotion of remote collaboration Matching air travel with traceable environmental attributes of SAF 	<ul style="list-style-type: none"> Engaging customers on climate via product marketing and communications Providing customers with lifecycle carbon footprint insights of hardware products

Greenhouse gas emissions profile

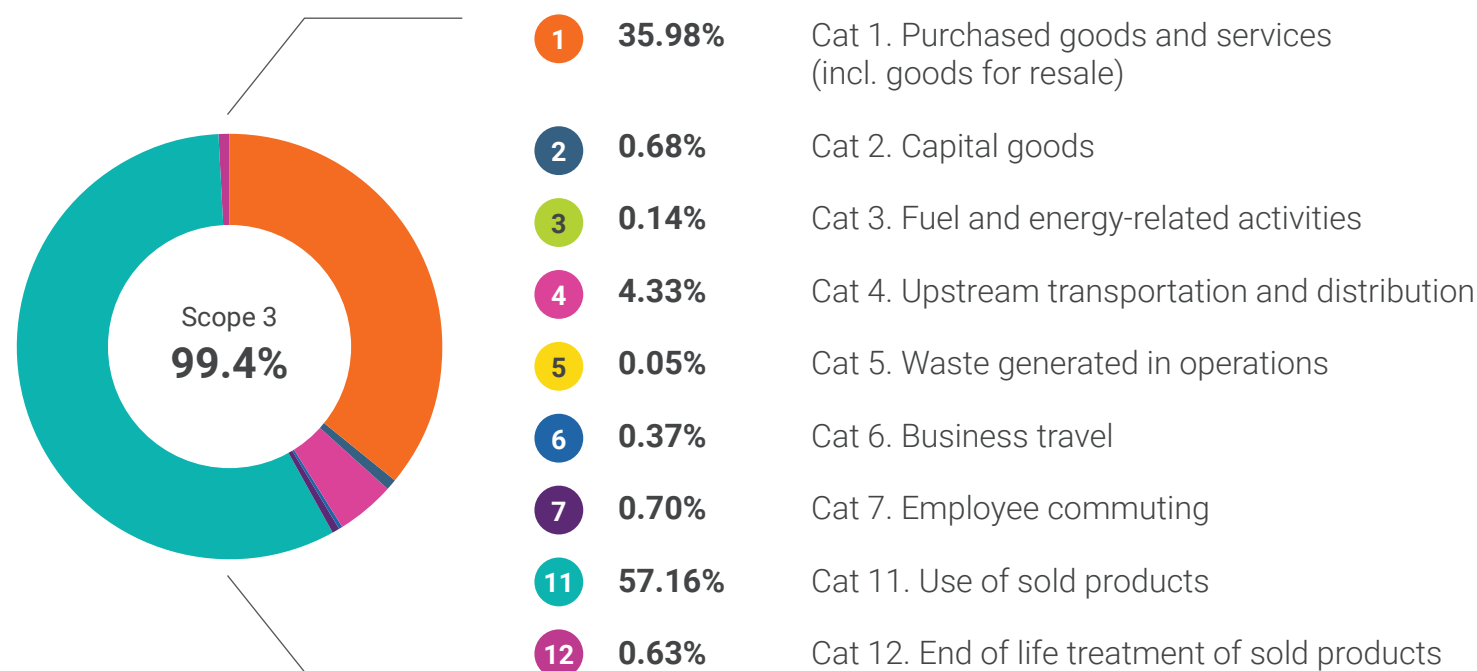
SHI conducts an annual GHG inventory in accordance with the GHG Protocol and our internal GHG Accounting Policy. In 2024, we significantly improved our Scope 3 methodology by adopting an activity-based approach for product-related emissions (categories 1, 11, and 12), expanding and reclassifying the scope of logistics emissions (category 4), and including capital goods (category 2) and upstream energy (category 3) emissions. We also factored well-to-tank transportation emissions in categories 4, 6, and 7. By broadening and refining our reporting, we reported more accurate, but lower, emissions figures. In 2025, we conducted a rigorous review of our emissions inventory for business waste generated in operations (category 5) and business travel (category 6). This review, combined with increased business activity, led to higher reported emissions in these respective categories.

Between 2024 and 2025, SHI's total Scope 1 and 2 (location-based) GHG emissions increased by 5%, while total Scope 1 and 2 (market-based) emissions decreased by 87% due to the matching of electricity consumption with renewable energy. Scope 1 emissions decreased by 5%, and Scope 2 emissions increased by 7% (location-based) and decreased by 100% (market-based), reflecting our commitment to renewable energy. Most notably, Scope 3 emissions decreased by 7%, primarily due to a 16% reduction in the lifecycle GHG emissions of hardware products sold.

Breakdown of GHG emissions by scope



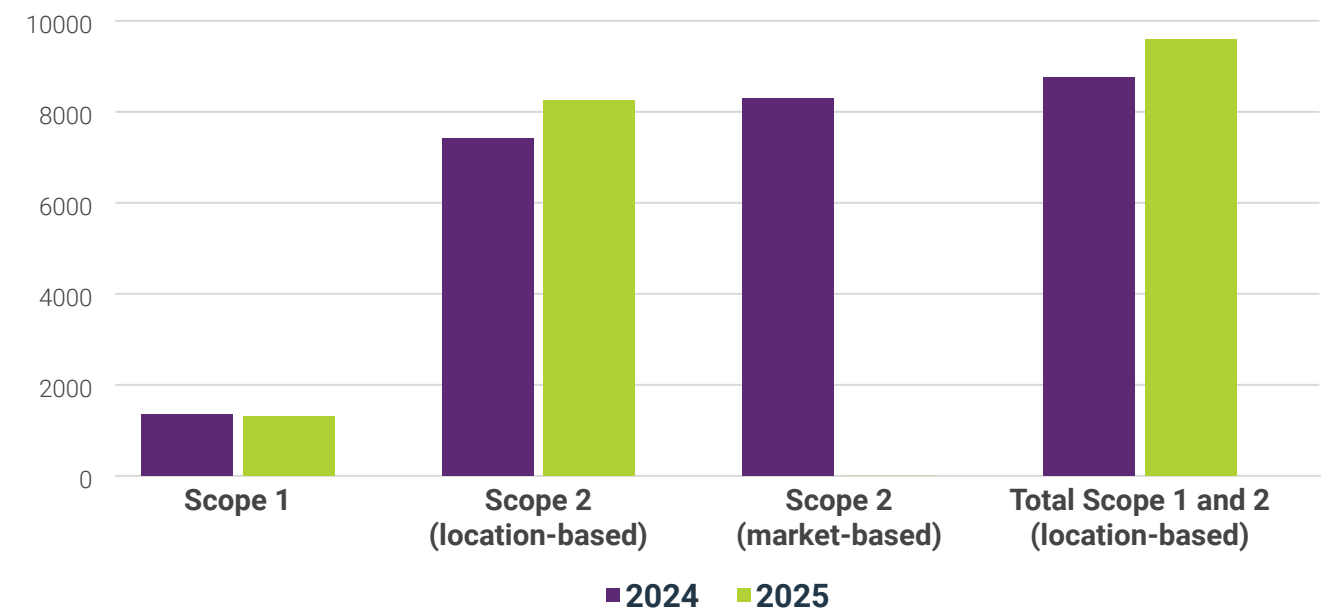
Breakdown of Scope 3 GHG emissions by category



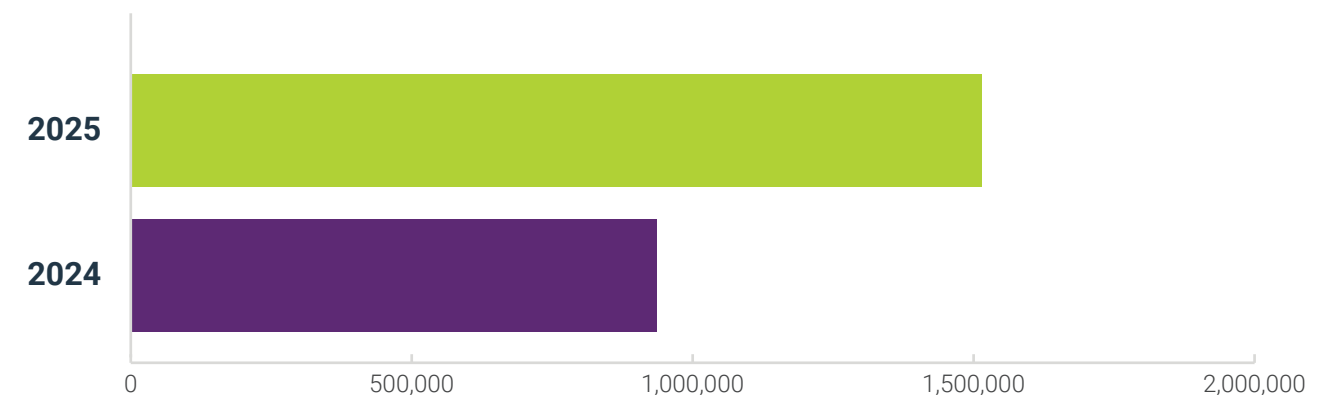
See the [ESG factsheet](#) for more details

GHG emissions, MTCO₂e

Scopes 1 and 2



Scope 3



Emissions reduction measures

Energy efficiency and renewable energy measures

Renewable energy initiatives

In line with SHI's science-based climate targets, in 2025 SHI began matching 100% of our global electricity consumption with renewable energy through the purchase of renewable electricity, on-site generation, and renewable energy certificates, achieving a 100% reduction in Scope 2 (market-based) emissions. The share of renewable energy in the total energy mix was 81%, up from 10% in 2024.

Additional renewable energy milestones include:

- **U.S.:** Ongoing operation of onsite solar arrays at the Data Center Factory at Ridge and Somerset headquarters, which generated 3,340 MWh in 2025, contributing approximately 10% of SHI's energy consumption.
- **U.K.:** Continued procurement of 100% renewable electricity for both Milton Keynes headquarters and the Data Centre Factory at Nexus.

Lighting improvements

In 2025, SHI continued to advance energy-efficient lighting across our global portfolio:

- **U.S.:** In 2024, SHI completed a lighting upgrade at the Bethlehem, PA office, replacing fluorescent fixtures with LED lights equipped with motion-detection programming to reduce unnecessary energy use.
- **U.K.:** At the Milton Keynes office, SHI began replacing fluorescent tube lighting with LEDs as they reach end of life, a multi-year improvement initiative that continued through 2025.
- **India:** SHI India moved into two newly selected environmentally efficient offices in Pune and Delhi, both equipped with LED lighting and energy-efficient split AC systems, contributing to reduced energy consumption in the region.

HVAC efficiency improvements

Between 2024 and 2025, a series of HVAC efficiency improvement projects were implemented across U.K. and U.S. facilities to enhance energy performance, indoor air quality, and system control.

United States

- **290 Davidson** – An automatic fresh air damper system was installed to regulate the intake of cold and hot air, improving temperature control while enhancing overall energy efficiency.
- **300 Davidson** – The building management system was upgraded to the EcoStruxure platform, enabling more efficient HVAC operations by automatically shutting off fan-powered box (FPB) fans when heating is not required, thereby reducing unnecessary energy consumption.
- **300 Davidson** – A new chiller system equipped with variable frequency drives (VFDs) was installed, allowing motors to adjust speed and power consumption in response to demand. As part of this upgrade, all intermediate distribution frame (IDF) air handlers were replaced. The chiller utilizes A2L refrigerant, which has zero ozone depletion potential.
- **300 Davidson** – McQuay air conditioning units were upgraded to provide direct fresh air to office floors, improving indoor air quality and leveraging ambient temperature differences to reduce reliance on mechanical cooling. In addition, all relief fans were replaced with VFD-equipped units to further support energy efficiency.
- **Integrated Controls** – All HVAC improvements at U.S. facilities have been fully integrated into the building management system (BMS), enabling centralized monitoring, optimized performance, and enhanced energy management.

United Kingdom

- **Nexus Data Centre Factory** – Advanced heating and cooling systems continue to be utilized at the Nexus Data Centre Factory. These systems prioritize fresh air solutions over traditional HVAC approaches, supporting improved energy efficiency and reduced environmental impact.
- **Milton Keynes** – A new HVAC system was installed.

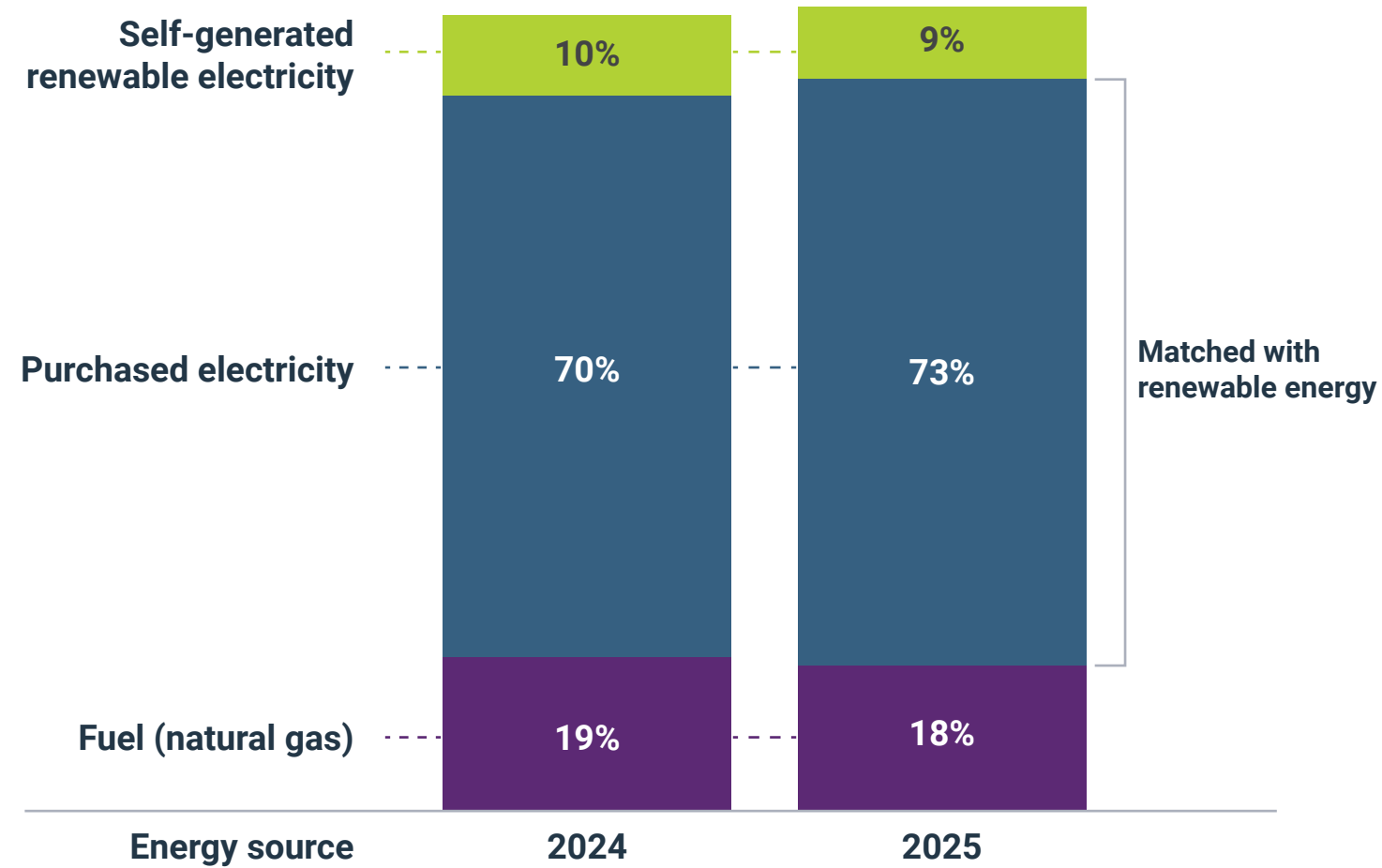
In addition to infrastructure improvements, we use behavior change measures such as energy-related signage and training sessions. Additionally, we regularly share environmental tips with employees.



“In 2025, SHI India moved into two new offices selected with a strong emphasis on environmental sustainability, incorporating LED lighting and energy-efficient HVAC systems. We completed a comprehensive Scope 1 and 2 GHG inventory, along with selected Scope 3 categories. Additionally, we renewed our focus on nationwide anti-bribery and anti-corruption training.”

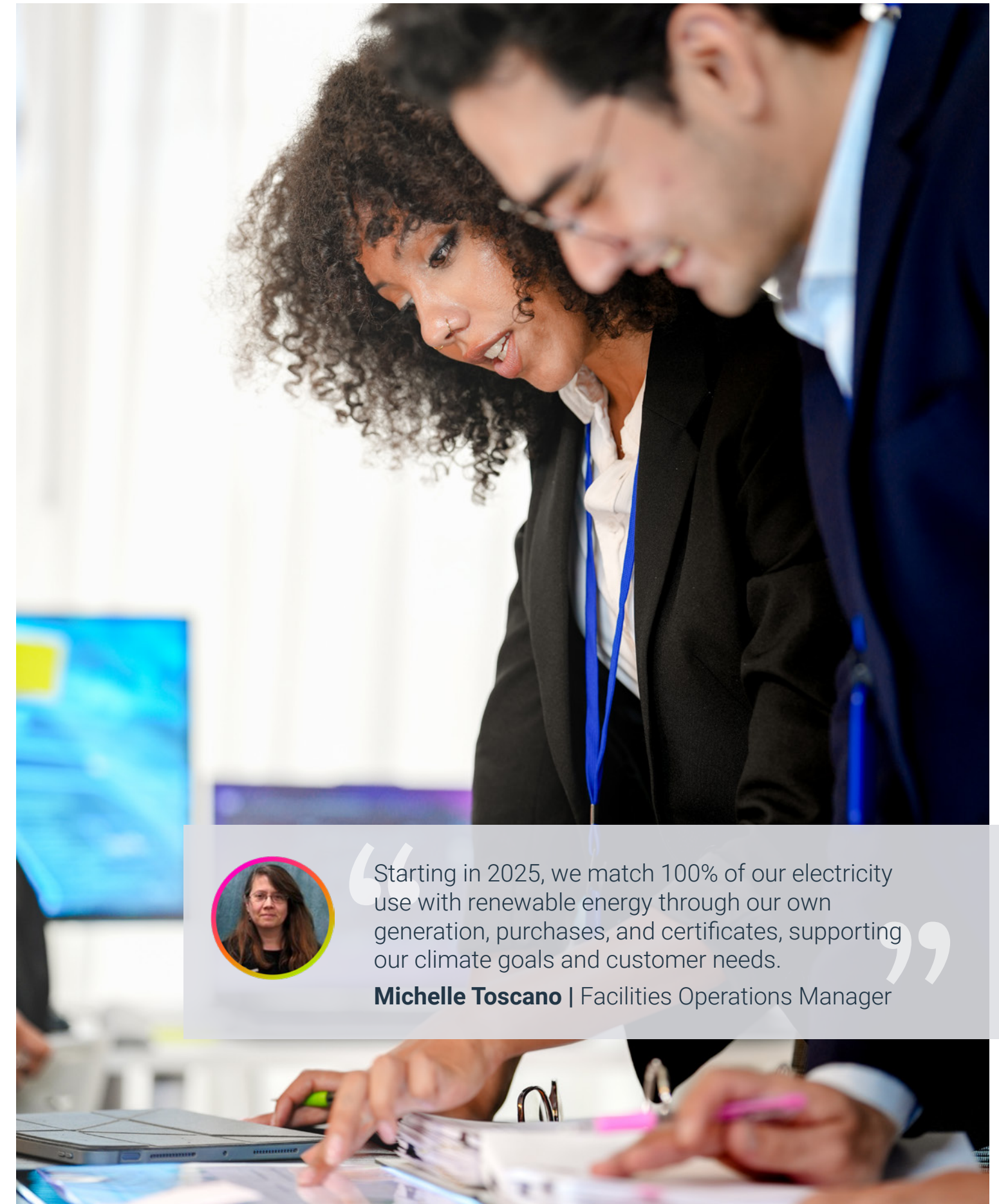
Nipun Majumar | Innovation Centre Lead, SHI India

SHI's energy mix



Hybrid work

SHI maintains a hybrid work policy and uses technology for remote work and collaboration, which supports employees' physical and mental well-being while also reducing our environmental impact. By decreasing office operations and employee commutes, we achieve lower emissions through reduced car usage and power consumption. Additionally, our "Dark Mondays/Fridays" initiative in the U.S., where offices limit lighting, heating, and air conditioning, further contributes to emissions reduction.



“Starting in 2025, we match 100% of our electricity use with renewable energy through our own generation, purchases, and certificates, supporting our climate goals and customer needs.”

Michelle Toscano | Facilities Operations Manager

Environmental stewardship

Water conservation

SHI continues to prioritize responsible water use across our global operations. Water is used primarily for sanitation and hygiene across office environments, as well as liquid cooling within data center operations. As in previous years, all water is sourced from municipal systems and discharged back into municipal treatment networks.

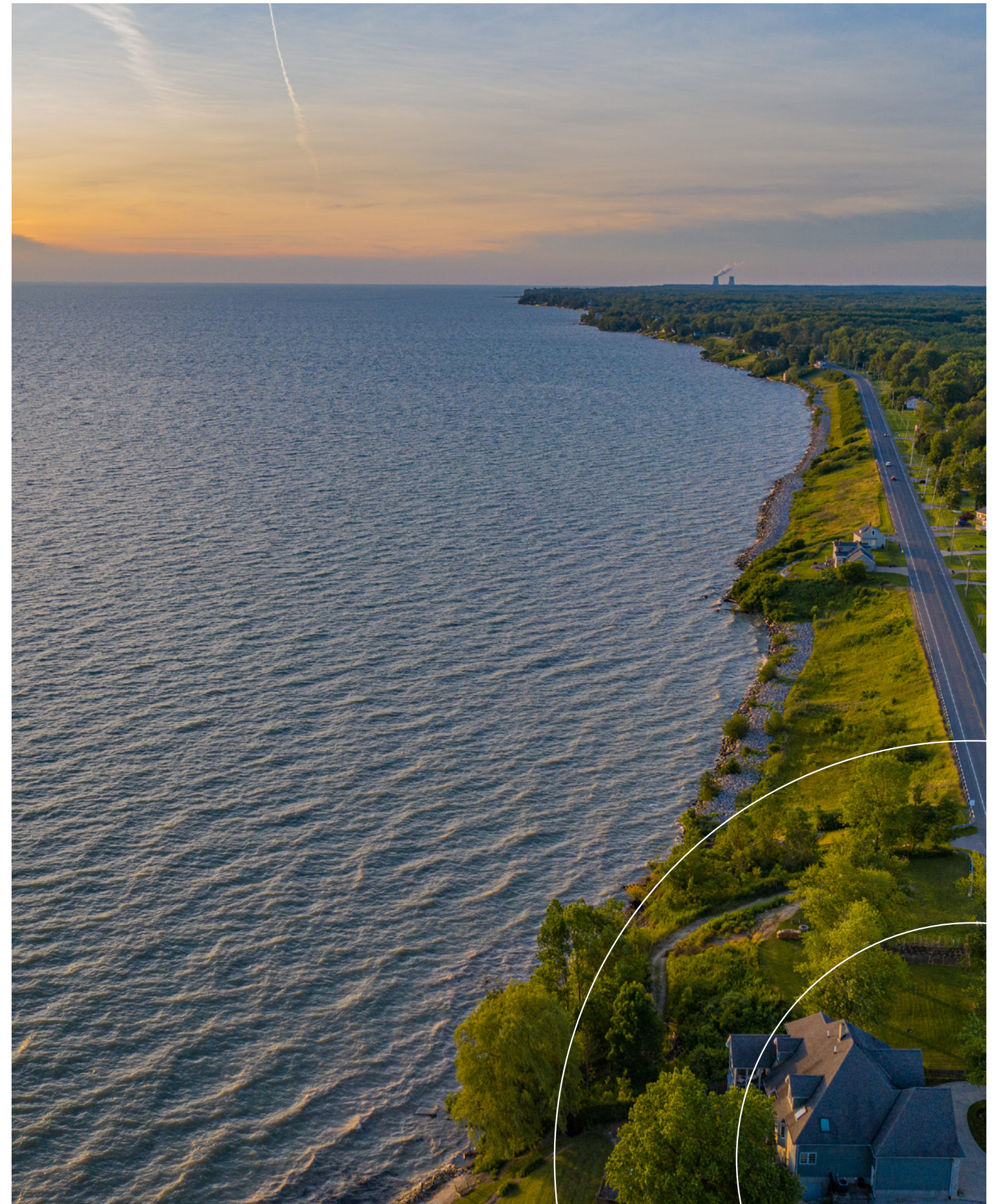
SHI continues to implement water-efficiency measures across its operations. In 2025, we enhanced our accounting methodology to adopt a more holistic approach, improving precision and accuracy of estimations for leased buildings. The 2025 boundary was also expanded to include six additional SHI India offices.

As a result of these methodological changes and expanded reporting scope, SHI recorded a 30.7% year-over-year increase in global water consumption.

SHI's facilities incorporate water-efficient infrastructure such as dual-flush toilets, water-efficient dishwashers, and sensor-operated taps at select U.K. sites. Water interceptors at certain facilities prevent pollutants from entering municipal networks.

Using the WRI Aqueduct tool, SHI confirmed that key U.S. sites (NJ and TX) do not fall within High or Extremely High Baseline Water Stress categories, supporting responsible location-based water management.

SHI India (formerly Locuz) is located in a region identified as "Extremely High" water stress by the WRI Aqueduct tool. However, SHI's India operations are primarily office-based and service-focused, with minimal direct water use. As a result, the physical water risk has limited impact on operational activities, while remaining a monitored environmental consideration. At SHI India offices, recycled or STP water is used for restroom facilities, further reducing reliance on municipal supply.



Waste optimization

Waste generated by SHI's operations mainly consists of e-waste from our own operations, which is disposed of through trusted partners. We also assist customers in recycling or redeployment of their hardware through our ITAD services.

General waste is produced from our routine office activities. In key offices and warehouses, recyclable waste is collected separately, primarily including mainly packaging waste such as cardboard and plastic wrapping. These materials are associated with hardware devices received at our warehouses for customization or assembly before being dispatched to customers. Our OEM partners provide us with bundled packaging and more sustainable packaging materials to minimize the environmental impact of waste. We also separately collect hazardous waste, paper for shredding, and bulk waste.

In 2025, SHI generated 19,364 metric tonnes of waste, a 44% reduction from 2024 driven largely by a 55% decrease in e-waste, which nonetheless remained the dominant stream at 95% of total waste. General waste represented just 2% of the total and fell by 15% year over year, while recyclables increased slightly. Overall, SHI achieved a 98% landfill diversion rate, supported by strong recycling, regulated disposal practices, and improved segregation across offices and integration centers.

SHI also enhances packaging quality to help our customers reduce waste. For example, we use paper filling, cardboard boxes made from recycled materials, fiber-based banding for pallets, and wooden crates and transit boxes for equipment transportation.

National E-Waste Day at SHI HQ

In October 2025, SHI partnered with Ingram Micro to mark International E-Waste Day by inviting employees at our Somerset, NJ headquarters to recycle their personal unwanted electronic devices. The initiative focused on environmental stewardship, promoting the responsible recycling of electronics, which not only keeps hazardous materials out of landfills but also recovers valuable resources for reuse.

During the event, Ingram Micro's engineers collected 233 devices, totaling 0.7 tonnes, ranging from hard drives to televisions. All items were processed for responsible recycling. This effort resulted in saving nearly 1 MWh of energy and preventing approximately 0.7 MTCO_{2e} emissions. Building on this success, SHI plans to host similar e-waste recycling events at additional locations in 2026.



Upstream environmental impacts

SHI recognizes the environmental and social impacts associated with the manufacturing, use, and disposal of IT hardware, including risks related to hazardous substances, resource depletion, air and water pollution, and end-of-life management. As a value-added reseller, SHI does not directly manufacture hardware; however, we address these impacts through:

- **Supplier expectations:** Suppliers must comply with the SHI Partner Code of Conduct and Sustainability Policy, including requirements relating to chemical management, materials safety, and environmental compliance.
- **Customer transparency:** SHI shares all OEM-provided product health, safety, and environmental information, including regulatory guidelines, chemical safety information, and EHS warnings, with customers for 100% of hardware products sold.
- **Product safety reviews:** SHI assessed the health and safety practices of key OEM partners in 2025.

As a VAR, SHI appropriately disclaims warranty liability for third-party products, directing customers to manufacturers for warranty claims.



People

Caring about our people and communities



At SHI, the well-being of our employees is a top priority. We are dedicated to fostering a supportive and nurturing workplace that values each individual and promotes personal and professional growth. We remain vigilant about social risks within our supply chain, addressing them through policies and supplier assessments. Through community programs and well-being initiatives, we strive to make a positive impact within our organization and communities.



Achieve gender equality and empower all women and girls



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Highlights

75% warehouses are covered by ISO 45001 Occupational Health and Safety Management System

16.1 hours per employee were spent on training, on average

186 employee donations were matched as part of the SHI Giving Program

Management approach

SHI's people strategy is built around delivering a meaningful and empowering employee experience, recognizing that our people are key to the company's success. This strategy focuses on five core pillars: career development, technology and resources, how we work, compensation and rewards, and engagement and well-being.

SHI invests in helping employees enhance their skills and advance their careers while ensuring they have the necessary tools and resources to perform at their best. We foster a culture of respect, innovation, and collaboration, where ideas are shared freely in a safe and productive environment.

To attract, retain, and motivate talent, SHI offers competitive compensation, benefits, and rewards that make employees feel recognized and valued. Just as importantly, we prioritize a sense of belonging and well-being by embracing diversity and encouraging shared purpose through unifying activities.

SHI's people strategy

Our people strategy is supported by a set of policies designed to manage risks associated with both our own employees and employees in the supply chain. Key global policies include SHI's Labor and Human Rights Policy, Code of Conduct (Ethics) Policy, Career Management, Learning and Development Policy, and Health, Safety, and Environment Policy. These global policies are further complemented by national employee handbooks and entity-level policies and procedures, which reflect local regulatory requirements and behavioral norms.

CAREER DEVELOPMENT

Empower employees to enhance their individual skill sets and advance in their careers.

TECHNOLOGY and RESOURCES

Ensure employees have the tools and resources they need to do their best work most efficiently.

ENGAGEMENT and WELL-BEING

Inspire community by embracing our differences, purposes, and passions, and engaging employees through unifying activities.



HOW WE WORK

Build a culture that fosters respect, innovation, and the exchange of ideas in a safe and productive environment.

COMPENSATION, BENEFITS, and REWARDS

Provide compensation, benefits, and an environment that makes employees feel valued.

SHI's people strategy

In 2025, SHI continued to strengthen our culture by investing in employee growth, well-being, and long-term career potential. With more than 1,200 new team members onboarded and over 1,000 internal career moves, the year underscored our commitment to creating meaningful opportunities for both new and existing employees. To further accelerate mobility and skills development, 80% of open roles were made available to internal applicants, reinforcing our belief that the strongest teams are often built from within.

To deepen leadership capability and build a culture of shared responsibility, accountability, and resilience, SHI expanded training partnerships, including programs with Echelon Front. We continue to rollout Workday, an HRIS system, to empower employees through self-serve access to career development, performance information, and compensation data. As SHI accelerated our digital transformation, we made substantial investments in future-ready skills. Our AI-focused learning and development initiatives, Ignite and Horizon, equipped employees with the tools and knowledge needed to navigate emerging technologies with confidence. Targeted upskilling programs ensured individual teams across the business could apply these capabilities in practical, impactful ways.

To attract, retain, and motivate talent, SHI offers competitive compensation, benefits, and rewards that make employees feel recognized and valued. Just as importantly, we prioritize a sense of belonging and well-being by embracing diversity and encouraging shared purposed through unifying activities.

Together, these efforts reinforced SHI's dedication to creating an inclusive, growth-oriented environment where every employee is supported, empowered, and positioned to thrive.



“We brought in combat-tested veterans, elite athletes, and leadership experts from Echelon Front to challenge and inspire our team with their real-world insights. The session drew 1,700 participants, and I walked away energized and motivated by their powerful stories and actionable advice.”

Eileen Gnadinger | Director, HR Transformation



SHI's people profile

At SHI, we are committed to fostering a diverse and inclusive workplace that reflects our core values and supports our business objectives. Our workforce is a testament to this commitment, and understanding our demographics and dynamics is crucial to improving our work environment and entire operations.

At the end of 2025, SHI had 6,909 employees across all our operations. This number comes from nearly 900 employees who joined SHI through the integration of Locuz, now SHI India. The majority of employees (81%) were based in the U.S., followed by India (13%) and the U.K. (4%). The remaining 2% were spread globally.

SHI is committed to promoting work-life balance through flexible work arrangements. At the end of 2025, over 90% of our global workforce worked in hybrid or remote roles. Additionally, 99% of SHI's positions are full-time, underscoring our commitment to providing stable and consistent employment opportunities while meeting the diverse needs of our employees.

Percentage of SHI employees broken down by countries



⁴Excluded from the 2024 reporting scope.

All employee demographic metrics are reported as of year-end.



Safe and rewarding working conditions

SHI aims to foster a safe and rewarding work environment by adopting a holistic approach to well-being, encompassing physical, mental, and financial health, and community engagement. SHI is committed to ensuring employees receive fair compensation, benefits, and rewards, while also encouraging their professional growth.

Supportive work environment

Aligned with our global Labor and Human Rights Policy, SHI is dedicated to ensuring safe, secure, clean, and productive working environments for all employees. We foster a workplace that aims to prevent violence, intimidation, harassment, and unsafe or disruptive conditions stemming from internal or external threats. SHI provides employees with job descriptions before they begin employment and ensures they are not subjected to inadequate working hours.



Health and safety

At SHI, we strive to create a safe working environment through regular risk assessments and proactive hazard mitigation. Our commitment to safety is supported by ongoing monitoring and comprehensive staff training, all meticulously documented on our learning platform, SHI Learn.

Key initiatives include:

- **Health and safety committees:** SHI convenes monthly health and safety meetings, which involve employee consultations and external consultants when necessary. These meetings are informed by data analysis and insights from relevant departments and are integral to our safety strategy.
- **Budgeting and resource allocation:** Our leadership oversees the annual budgeting process to ensure that resources are appropriately allocated to meet our safety objectives.
- **Audits and inspections:** Internal and external audits and monthly and quarterly site inspections are fundamental to maintaining and expanding our international safety standards. These processes help us identify potential risks and ensure compliance.
- **Accident reporting and first aid:** Our HR department manages a robust accident reporting procedure, ensuring timely documentation and response. Additionally, first-aid suppliers undergo monthly third-party inspections to guarantee their readiness.
- **Safety culture:** To minimize workplace injuries and foster a culture of safety, we conduct regular safety training, enforce safety protocols, provide appropriate personal protective equipment (PPE), and promote open communication about safety concerns.

SHI is committed to enhancing our sustainability reporting systems annually. We pursue external assurance and certification to strengthen our reporting processes, improve controls, and ensure the integrity of our reporting.



“I’m proud that our U.S. and U.K. integration centers have achieved ISO 45001 and ISO 14001 certification, reflecting our genuine commitment to keeping our people safe and building a more sustainable workplace.”

Jimmy Hamilton | Sr. Manager, Quality and Compliance

Compensation, benefits, and social protection

We strive to ensure that our employees feel valued, supported, and fairly compensated for their contributions.

Compensation

At SHI, we are committed to offering competitive compensation packages that reflect industry standards and recognize the expertise of our employees. We conduct annual reviews of base pay to ensure our team members are fairly rewarded. Across all markets where we operate, we consistently meet or exceed statutory minimum wage requirements, often offering compensation well above this level based on regional factors, market value, and individual expertise. In the U.K., we also benchmark our wages against the Real Living Wage threshold.



Living Wage accreditation in the U.K.

SHI U.K. holds accreditation from the Living Wage Foundation, certifying that all employees receive a wage that reflects the true cost of living. Unlike statutory minimum wages, the Real Living Wage is voluntarily adopted by businesses that believe their employees deserve a wage that meets their everyday needs.

Each year, SHI U.K. conducts a thorough analysis of salary data to identify any instances where employees might fall below the Real Living Wage threshold. In cases where such discrepancies are found, corrective actions are taken to ensure all employees are compensated in line with the cost of living.

In 2025, all employees were covered by the Living Wage benchmarking analysis and their wages surpassed the living wage standard.

Social protection

SHI provides social protection benefits in accordance with relevant laws, including parental leave and other types of leave for specific family circumstances. Additionally, SHI offers compensation for work-related injuries, illnesses, or fatalities.

Benefits and rewards

Besides monetary compensation in the form of salaries, bonuses, and commissions, SHI provides benefits to employees. Benefits packages differ slightly by country of operation.

Globally, we provide two well-being days in addition to annual leave that employees can spend on activities improving well-being, such as community volunteering.

In the U.S. and U.K., where 85% of our employees are based, we provide the following benefits:

- Health insurance
- Employee assistance program
- Pension and retirement saving programs
- Employee discount platforms
- Standard life insurance, with an opportunity for voluntary extension of coverage

In the U.S., we also provide additional voluntary benefits:

- Long-term disability benefits
- Flexible spending accounts for full-time employees

Our primary U.S. facilities include amenities such as gyms and basketball courts, which encourage physical wellness and team collaboration.



Culture and employee engagement

At SHI, our corporate culture is profoundly influenced by our core values. We believe our culture not only sparks innovation but also drives business growth, allowing us to respond swiftly to trends, challenges, and our customers' needs.

To build a culture of trust, SHI emphasizes stakeholder engagement and values employee feedback. We keep employees informed through various communication channels, including company-wide quarterly updates, the CEO's monthly update, and the weekly SHI Digital Digest. Departments also hold their own town halls and regular meetings.

As part of our ongoing annual approach to employee engagement, we conducted departmental employee surveys in 2025. This targeted approach allowed us to measure sentiments within specific teams, enabling leaders to take meaningful actions to boost employee engagement and foster a sense of belonging.

SHI After-Hours Program

Through our After-Hours Program, SHI offers diverse clubs and organizations to support employee interests and enhance work-life balance. Meetups are scheduled during lunch or after business hours, allowing employees to participate without interfering with work commitments. The program encourages personal growth and community building through activities that foster new hobbies, shared passions, and relaxation. Employees have the option to join existing clubs or start their own.

In 2025, SHI After-Hours featured a variety of clubs, including:

Book Club, Bowling Club, Coed Softball, Garden Club, Hiking Club, Ladies Golf, Pickleball Club, Running Club, Soccer Club, Ski and Snowboard Club, and Toastmasters.

These programs provide a vibrant platform for employees to pursue their interests and build connections within the SHI community.

SHI's values



Build a culture of equality, inclusion, and diversity



Be accountable and act with integrity



Seek understanding to support sincerely



Embrace change, collaborate, and innovate



Show initiative and execute efficiently



Be resourceful and cost-conscious



Adapt, persevere, and succeed



Learn, grow, and teach



Strive for wellness to achieve balance



Be bold, be fun, behave, and be you



Ethics, compliance, and responsible workforce development

At SHI, a strong culture of integrity, accountability, and respect underpins our approach to sustainability and long-term value creation. We believe that clear expectations, consistent education, and equitable access to development opportunities are essential to maintaining ethical business practices and supporting our people. Our global policies, including the Code of Conduct and Labor and Human Rights Policy, provide a unified framework that guides employee behavior, decision-making, and engagement across all regions.

To reinforce these principles, SHI maintains a comprehensive ethics and compliance education program designed to promote awareness of ethical responsibilities and applicable standards. Mandatory training, supported by ongoing communications and awareness initiatives, helps ensure employees understand how to act responsibly, raise concerns, and protect the interests of all our stakeholders.

Ethics and Code of Conduct training

Ethics training is required for all employees. New hires complete training as part of onboarding, while existing employees participate in annual refresher training. In addition, targeted quarterly awareness campaigns reinforce core topics such as ethical conduct, fraud prevention, anti-bribery and corruption, fair competition, information security, and speaking-up procedures.

In 2025, SHI launched a consolidated, enterprise-wide Code of Conduct training aligned with recognized global standards. This single, comprehensive course covers key areas including conflicts of interest, anti-corruption, anti-harassment, human rights, diversity, equity, and inclusion (DEI), ESG principles, data privacy, confidential information management, fair competition, and whistleblowing processes. The streamlined format is intended to promote consistency and clarity in how ethical expectations are communicated across the organization.

Training participation is monitored through established internal processes, and follow-up actions may be taken in accordance with company policies where required. By the end of 2025, approximately 97% of employees had completed mandatory training related to anti-bribery, corruption, harassment, and discrimination, reflecting continued progress in embedding ethical awareness across the workforce.

Learning, development, and skill building

Alongside ethics and compliance education, SHI invests in the continuous development of our employees to support responsible growth and innovation. In 2025, we expanded our global learning ecosystem through SHI Learn, LinkedIn Learning, and Pluralsight, providing employees with access to a broad range of technical and professional development resources.

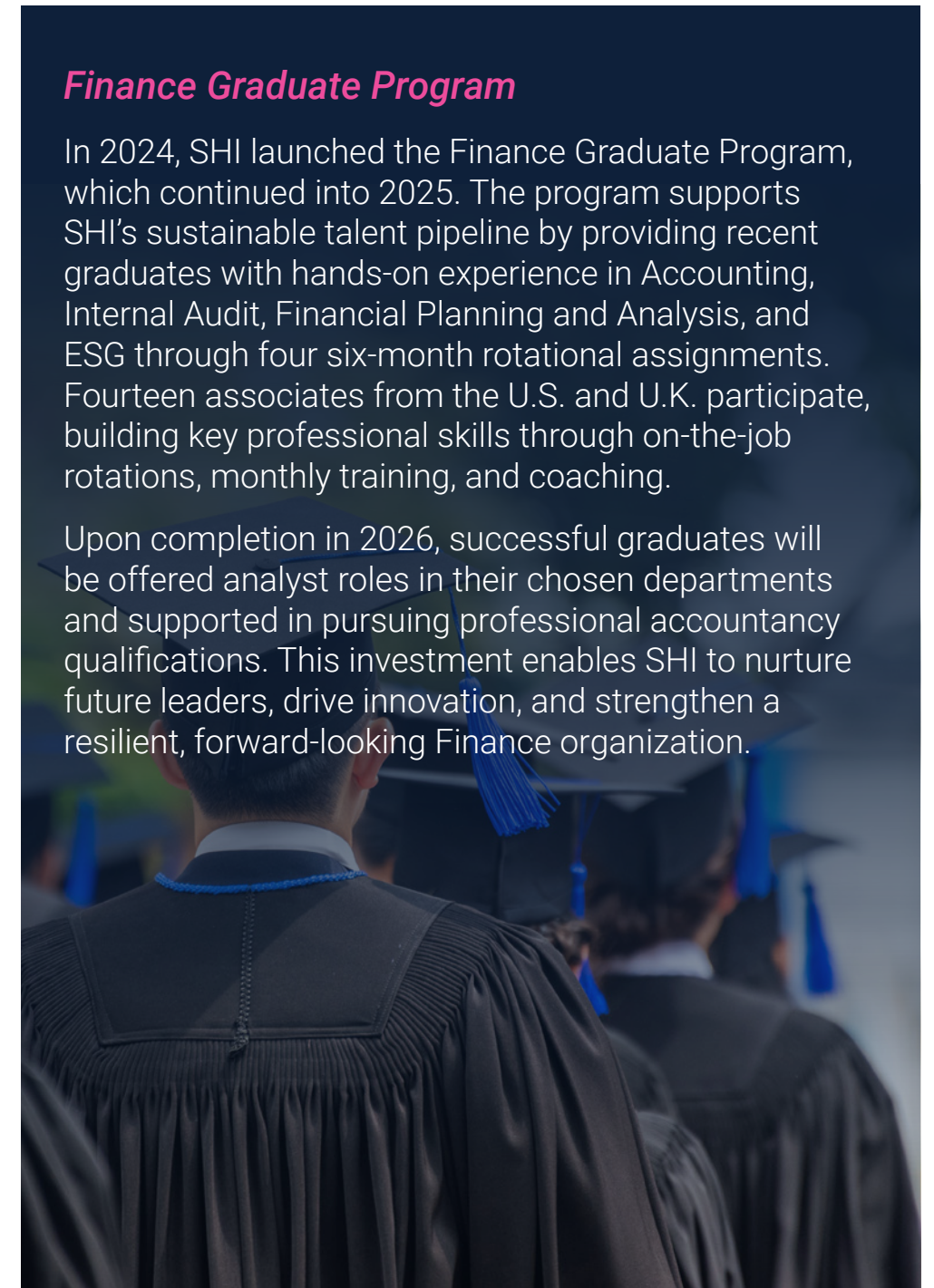
Training offerings span critical technical competencies, such as AI prompting, cloud technologies, IT operations, and cybersecurity, as well as core professional skills including analytical thinking, communication, and project management. During the year, employees completed an average of approximately 16.1 training hours per person. Learning opportunities are made available equitably to support career progression and organizational capability building.

Through a combination of ethics education, ongoing awareness efforts, and inclusive learning opportunities, SHI seeks to foster a resilient, skilled, and values-driven workforce that supports our sustainability objectives and long-term responsibility to employees, partners, customers, and society.

Finance Graduate Program

In 2024, SHI launched the Finance Graduate Program, which continued into 2025. The program supports SHI's sustainable talent pipeline by providing recent graduates with hands-on experience in Accounting, Internal Audit, Financial Planning and Analysis, and ESG through four six-month rotational assignments. Fourteen associates from the U.S. and U.K. participate, building key professional skills through on-the-job rotations, monthly training, and coaching.

Upon completion in 2026, successful graduates will be offered analyst roles in their chosen departments and supported in pursuing professional accountancy qualifications. This investment enables SHI to nurture future leaders, drive innovation, and strengthen a resilient, forward-looking Finance organization.



Equal treatment and opportunities for all

Talent attraction

We understand that our success is deeply connected to our ability to attract, develop, and retain top talent. As an equal opportunity employer, SHI is committed to creating a work environment that respects individual differences and upholds the principles of meritocracy, openness, fairness, and transparency. In accordance with our Labor and Human Rights Policy, SHI firmly opposes the use of child labor and forced labor in our operations and supply chain. We design our job postings and recruitment processes to attract a diverse pool of candidates.

To enhance the integration of new employees, we introduced a comprehensive orientation week for new hires, which covers essential topics such as compliance elearning, productivity tools, company culture, benefits, and customer engagement.

Social dialogue

SHI is committed to fostering an open and inclusive environment where communication with employees and their representatives is encouraged and valued. While we do not have a formal collective bargaining agreement, we respect our employees' right to freedom of association. Employees are encouraged to provide their feedback through regular communication channels (see page 12).

Diversity, equity, and inclusion (DEI)

At SHI, we are dedicated to fostering an inclusive work environment that reflects the diverse world we serve. We ensure compliance with laws and promote individual initiative, excellence, and hard work. Our approach to workforce diversity aims to empower all employees to reach their full potential, emphasizing merit-based opportunities and eliminating barriers to success. By prioritizing respectful communication, cooperation, and collaboration, we strive to create a culture where every team member can contribute their unique talents to drive our global success.



SHI is certified as a Women's Business Enterprise (WBE) through the Women's Business Enterprise National Council (WBENC) and as a Minority Business Enterprise (MBE).



Leadership diversity

SHI proudly stands as the largest Minority- and Woman-Owned Business Enterprise (MWBE) in the U.S., guided by our co-founder and CEO Thai Lee, who has been at the helm for 35 years.

Our leadership team is a dynamic group that brings a diverse range of expertise, experiences, and perspectives to drive SHI's business strategy. Currently, 25% of our CEO's direct reports are women, a slight decrease from 29% in 2024.



Workforce diversity

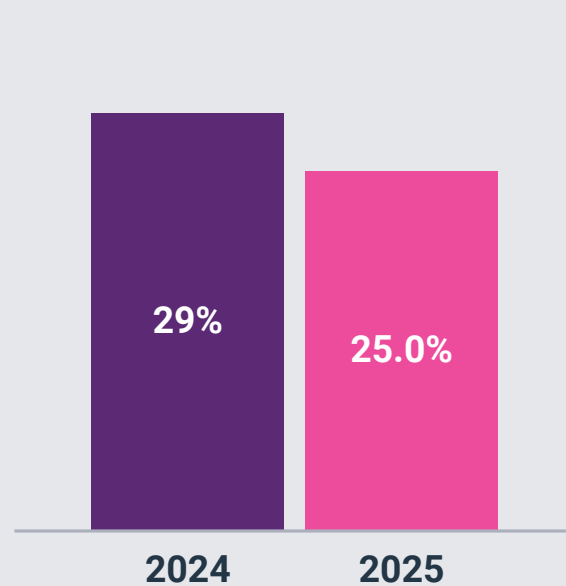
Through strategic talent acquisition and retention efforts, SHI ensures that a wide range of perspectives are represented in our workforce. Enabling all SHI employees to thrive and excel in diverse environments is crucial to our business success.

At the end of 2025, women made up 31.6% of our workforce, which is in line with the average share of women in the U.S. tech sector. Additionally, our 2025 operational capabilities and strategic thinking were maximized by our age-balanced workforce. Employees with one or more minority racial/ethnic characteristic represented 35% of our U.S.-based workforce and 21% of U.S.-based people managers.

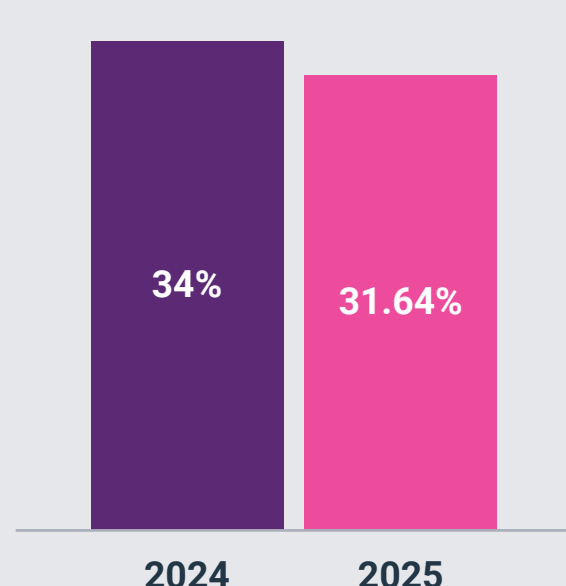


Gender diversity

Percentage of women in senior leadership positions

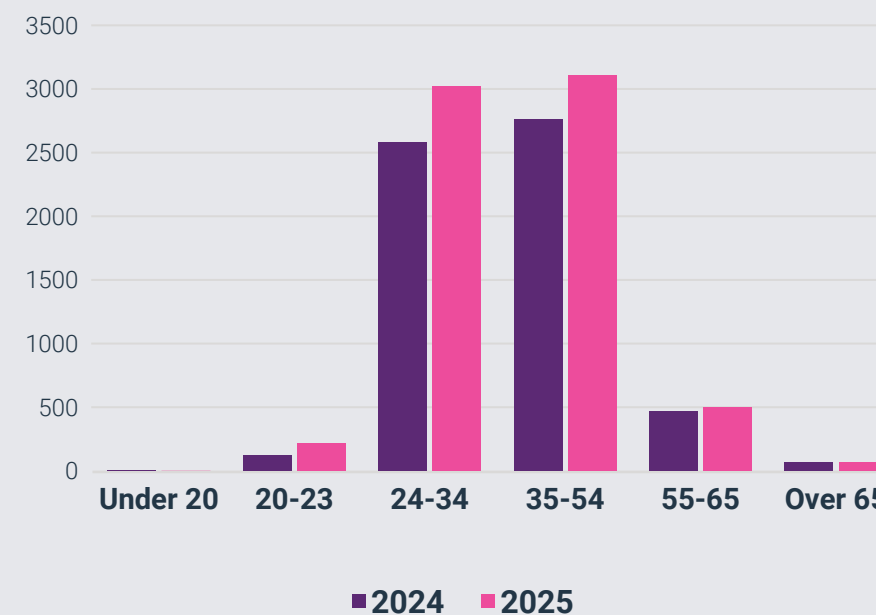


Percentage of women in SHI workforce



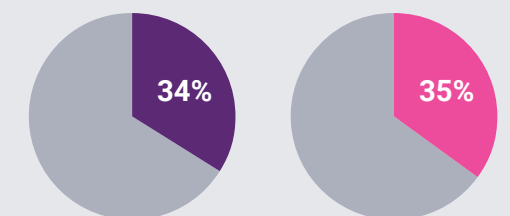
Age diversity

Age distribution of SHI employees

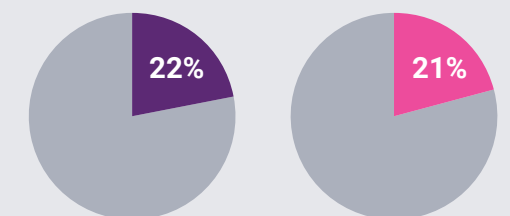


Ethnic diversity

U.S.-based employees with one or more racial/ethnic characteristic



U.S.-based people managers with one or more racial/ethnic characteristic



Measures to provide equal opportunities

We aim to embed equality principles in everything we do. From tailored training programs to inclusive career management and flexible working arrangements, each measure is crafted to empower our employees and create an environment where everyone can thrive.



Training

Our programs are designed to be inclusive and accessible to all employees, empowering them to develop the skills needed to navigate and thrive in diverse, multicultural environments. We aim to foster a culture of inclusion and respect, encouraging each individual to take charge of their career development and growth.



Processes

We design our job specifications to attract a diverse audience and promote them through accessible channels both internally and externally. We strictly prohibit discrimination based on race, color, religion, sex, national origin, age, gender identity or expression, sexual preference/orientation, genetic information and testing, pregnancy, family and medical leave, disability, or veteran status to ensure a fair hiring process.



Career management

SHI ensures equitable access to career management programs and learning opportunities. We track key metrics such as learning hours and career events to encourage continuous improvement and career advancement.



Hybrid working and well-being

Our hybrid work arrangement, available to employees based out of headquarter and regional offices, supports physical and mental well-being by reducing in-office days and minimizing commute times. This approach encourages effective collaboration during designated in-person days and helps strengthen team dynamics.



Employee Resource Groups: Reflecting on 2025

SHI fosters a sense of community and belonging by supporting employee resource groups (ERGs) dedicated to celebrating diversity and enhancing our workplace culture. Each ERG is backed by a senior leader from SHI who actively engages in their events and dialogues.

Our ERGs, including the Asian Business Community (ABC), the Black Culture Collective (BCC), and EMBRACE (LGBTQIA+ community), provide platforms for connection, growth, and support, fostering an inclusive environment.

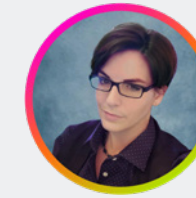
2024-2025 ERG highlights

18 ERG-led events	83 new members joined the ERGs
270+ volunteer hours contributed	1,796+ tangible items donated or created
14 community outreach initiatives supported	

We have interviewed ERG representatives on progress achieved in 2025.



Kevin English
Services Sales Director,
BCC Board Member



Dale Moyle
Global Account Manager,
EMBRACE Board Member



Augustine-Joseph Huynh
Senior Manager – Data Center Support,
ABC Board Member

Q: How did SHI's ERGs foster belonging and support across the company in 2025?

Kevin English: "In 2025, the Black Culture Collective (BCC) continued to strengthen belonging across SHI, with membership growing 15% and rising participation at every major event. Through mentorship, upskilling, and meaningful community service, we advanced culture, community, and opportunity for all."

Dale Moyle: "EMBRACE focused on creating spaces for LGBTQIA+ employees and allies to connect and be seen – whether through inspiring events like our Pride Month fireside chat or hands-on volunteer work. Our quarterly book club and volunteer efforts brought people together and fostered real connections, in the U.S. and internationally."

Q: In what ways did ERGs create a positive impact through service and outreach in 2025?

Augustine-Joseph Huynh: "This year, the Asian Business Community launched new initiatives like the Holiday Cards for Kids and packed hundreds of hygiene and snack bags for local soup kitchens. Giving back, side by side, helped members build friendships while serving our communities."

Kevin English: "BCC's partnerships with organizations like TASK and the WeLoveU Foundation enabled us to take collective action for good – supporting local needs and building bridges beyond SHI."

Q: How did ERGs support professional and personal growth for members in 2025?

Dale Moyle: "Through leadership roles and programming, EMBRACE empowered new voices – our board and committee leaders energized our activities and helped shape our vision for the future."

Augustine-Joseph Huynh: "ABC provided a space for Asian employees to feel rooted and empowered. By organizing service events and cultural gatherings, we nurtured mutual support and professional growth."

Q: What did ERG members value most about their experiences in 2025?

Kevin English: "Our members consistently say that the sense of connection, mentorship, and opportunity to uplift others is what makes BCC – and SHI – a place where they belong."

Dale Moyle: "Members shared that moments of visibility and allyship – like our fireside chat with Matthew Mitcham – made them feel supported and reassured in embracing their identities at work."



Workers in the value chain

Through our [Partner Code of Conduct and Sustainability Policy](#), we set expectations of our suppliers to adhere to labor and human rights standards mirroring our own policies in relation to the following topics:

- Prevention of forced labor, child labor, human trafficking, and slavery
- Working hours, wages, and benefits
- Non-discrimination and professional standards
- Health and safety
- Freedom of association

Modern slavery statements

SHI is committed to respecting human rights and advancing the dignity of all persons. SHI explicitly prohibits human trafficking, child labor, the use of involuntary labor, and all forms of modern slavery in our operations and within our supply chain.

In accordance with the California Transparency in Supply Chains Act of 2010 and the U.K. Modern Slavery Act 2015, each year we publish a Statement Against Modern Slavery, Child Labor, and Human Trafficking.

[Read our 2026 statement.](#)

In 2025, we continued to utilize a digital platform to help assess environmental, social, and governance risk in the supply chain and engage suppliers, if necessary. See more in the sustainable supply chain management section.

Community investment

At SHI, we empower our employees to serve our communities, extending our values beyond corporate boundaries. Our employees participate in local initiatives like blood drives, food bank donations, and fundraising efforts for causes that are important to them. Additionally, we offer two paid well-being days annually to encourage employees to volunteer their time and skills in support of local charities and initiatives.

The SHI Giving Program allows employees to support charitable causes close to their hearts. Our employee resource groups also run individual initiatives, such as tree planting with the International WeLoveU Foundation.

The SHI Giving Program is designed to enhance the reach of employee contributions and strengthen our community ties. Each year, SHI supports employees in their philanthropic endeavors by matching their donations up to \$2,500.

In 2025, the program matched 186 donations to support a broad range of causes, including healthcare, sports, and education. The top beneficiaries of the SHI Giving Program last year were:



American
Heart
Association®



alzheimer's association®



“I donate to St. Jude Children’s Research Hospital every month, and it means a lot to know that SHI matches my contributions. St. Jude does incredible work providing world-class care and advancing research for children with serious illnesses, and SHI makes the donation-matching process simple and seamless. It’s great to be part of a company that supports giving back and helps amplify the impact of employee contributions.”

Andreia Garcia | HR Benefits and Rewards Specialist



“For 15 years, I’ve been raising funds and awareness for Movember, organizing community events to support prostate cancer, testicular cancer, and suicide prevention. I’m honored to have been named to the Movember Hall of Fame this year and to serve as a Movember Ambassador. SHI’s support has made a huge difference, helping me create more events and raise even more awareness and funds for these important causes.”

Justin Dorsk | Enterprise Account Executive



Principles

Running our business responsibly



For SHI's board and senior management, upholding the highest standards of ethics is crucial. Our ethics management approach is grounded in our core values, formalized through our Code of Conduct and supported by comprehensive policies and procedures. We are dedicated to operating responsibly and transparently by strengthening our internal control framework, including risk management, internal audits, and collaboration with external auditors. We set high ethical standards for both employees and suppliers through sustainable supply chain management and engagement, ensuring alignment across our business ecosystem with our commitment to integrity and transparency.

Highlights

97%

of employees trained on anti-bribery and corruption

Top 15%

ranking among all organizations assessed by EcoVadis

B

CDP Climate Score

A-

CDP Supplier Engagement Assessment Score

Corporate governance

At SHI, we prioritize accountability and transparency to achieve our strategic goals in the interests of our founders, employees, customers, and broader stakeholders. As a private company, our board consists of two co-founders, with Thai Lee, co-founder and CEO, leading SHI's management team. This team is comprised of leaders who are well-equipped to drive the company toward success.

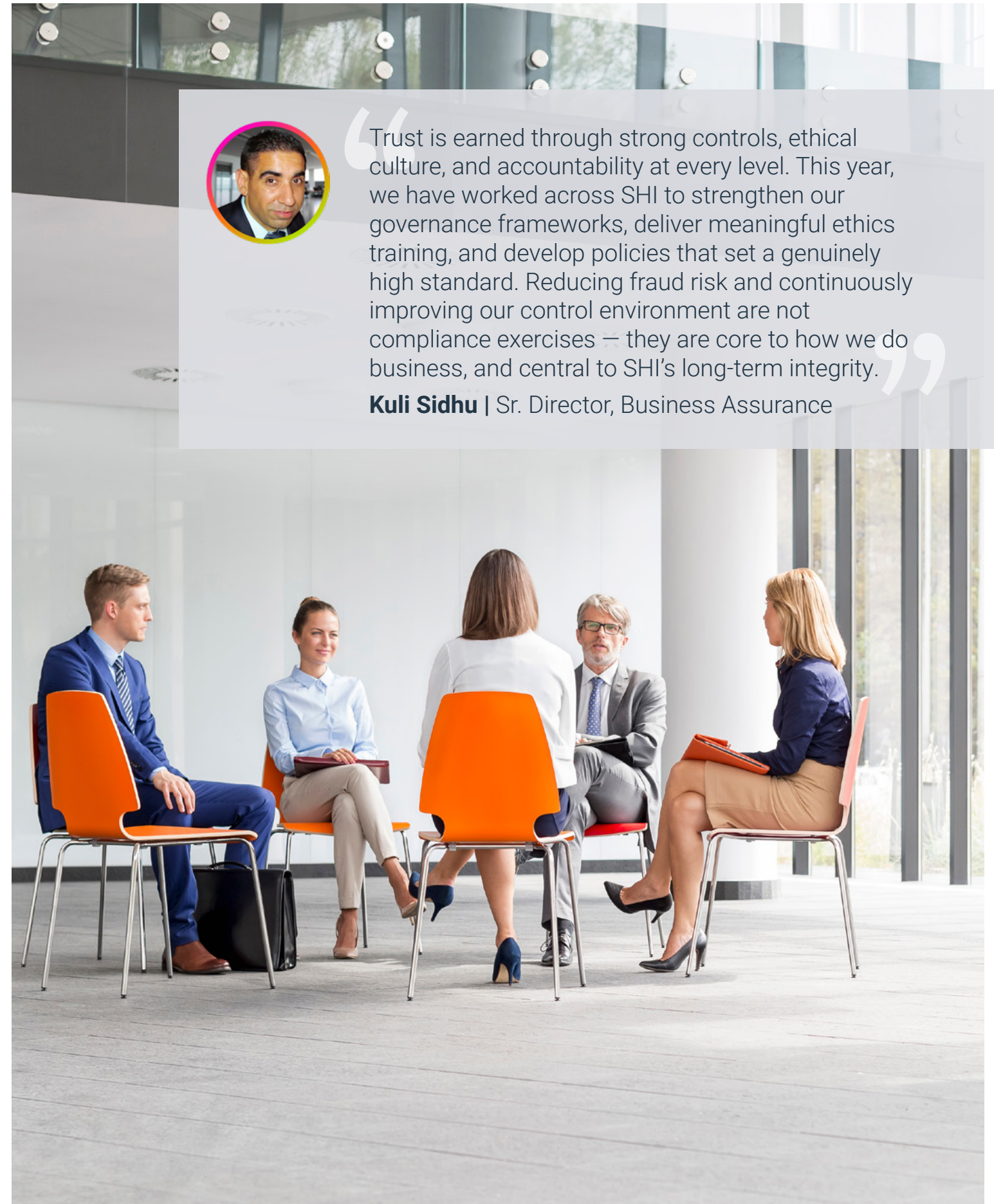
Our corporate governance framework emphasizes the importance of having reliable data, foresight into risks, and the ability to make balanced and informed decisions. Central to this framework is our Audit Committee, chaired by CFO James Prior and comprising members of our Executive Leadership team. Meeting quarterly, the Audit Committee plays a vital role in ensuring the integrity of our financial reporting, internal controls, and compliance with laws and regulations. This committee is fundamental to our dedication to maintaining ethical practices and high standards of corporate governance.

The Business Assurance function within our Finance department, reporting directly to the CFO, includes our Internal Audit, Risk Management, IT Compliance, and ESG teams. These teams drive initiatives to enhance data quality, optimize business processes, proactively manage risks, strengthen the control environment, develop robust policies, and offer strategic guidance to the organization.



Trust is earned through strong controls, ethical culture, and accountability at every level. This year, we have worked across SHI to strengthen our governance frameworks, deliver meaningful ethics training, and develop policies that set a genuinely high standard. Reducing fraud risk and continuously improving our control environment are not compliance exercises — they are core to how we do business, and central to SHI's long-term integrity.

Kuli Sidhu | Sr. Director, Business Assurance



Ethics policies

At SHI, we prioritize ethical conduct through comprehensive entity-level controls that shape our corporate culture and guide employee behavior. Our senior management sets a strong tone at the top for ethical conduct, and our employees are required to read and acknowledge key ethics policies and complete mandatory annual training to reinforce ethical standards. We also provide anonymous reporting channels via whistleblower policies to protect against retaliation, conduct regular assessments of ethical and information security risks, and ensure ongoing communication and updates to our policies.

Key policy provisions

SHI's Code of Conduct forms a comprehensive framework that upholds our commitment to integrity and ethical behavior across all organizational levels. These guidelines, which are applicable to every employee, are designed to prevent misconduct and ensure compliance with relevant laws and standards.

The General Counsel's oversight guarantees these policies are readily accessible to all team members, reinforcing our dedication to ethical practices and regulatory adherence. The Global Code of Conduct is complemented by employee handbooks and policies of individual SHI entities that reflect local regulations and customs.

Anti-bribery and anti-corruption: We strictly prohibit any form of bribery, kickbacks, or unethical inducements. To reinforce this, all employees are required to undergo annual training on identifying and preventing corrupt practices. Additionally, we ensure that all business practices comply with applicable competition laws, promoting fairness and transparency in the marketplace.

Anti-fraud: All employees serve as the first line of defense against fraud by staying vigilant and following comprehensive training programs. SHI maintains a clear anti-fraud framework focused on prevention, detection, and response. All employees are trained to recognize and report suspicious activity, supported by defined reporting channels and a formal, confidential investigation process. Where fraud is substantiated, appropriate action is taken.

Anti-competition: We aim to foster ethical, fair, and vigorous competition. SHI prohibits anti-competitive practices such as price fixing and bid rigging and mandates independent decision-making. Employees are encouraged to report suspected violations via dedicated channels, with anonymous options available. Violations lead to thorough investigations and potential disciplinary actions including termination. The policy is reviewed annually to remain effective and compliant with relevant laws.



Key policy provisions (continued)

Whistleblowing: SHI is committed to maintaining an open and accountable culture where employees and external stakeholders feel safe to raise concerns. Multiple reporting channels are available, including a confidential email and an anonymous hotline, ensuring that ethical concerns can be raised securely and without fear of retaliation.

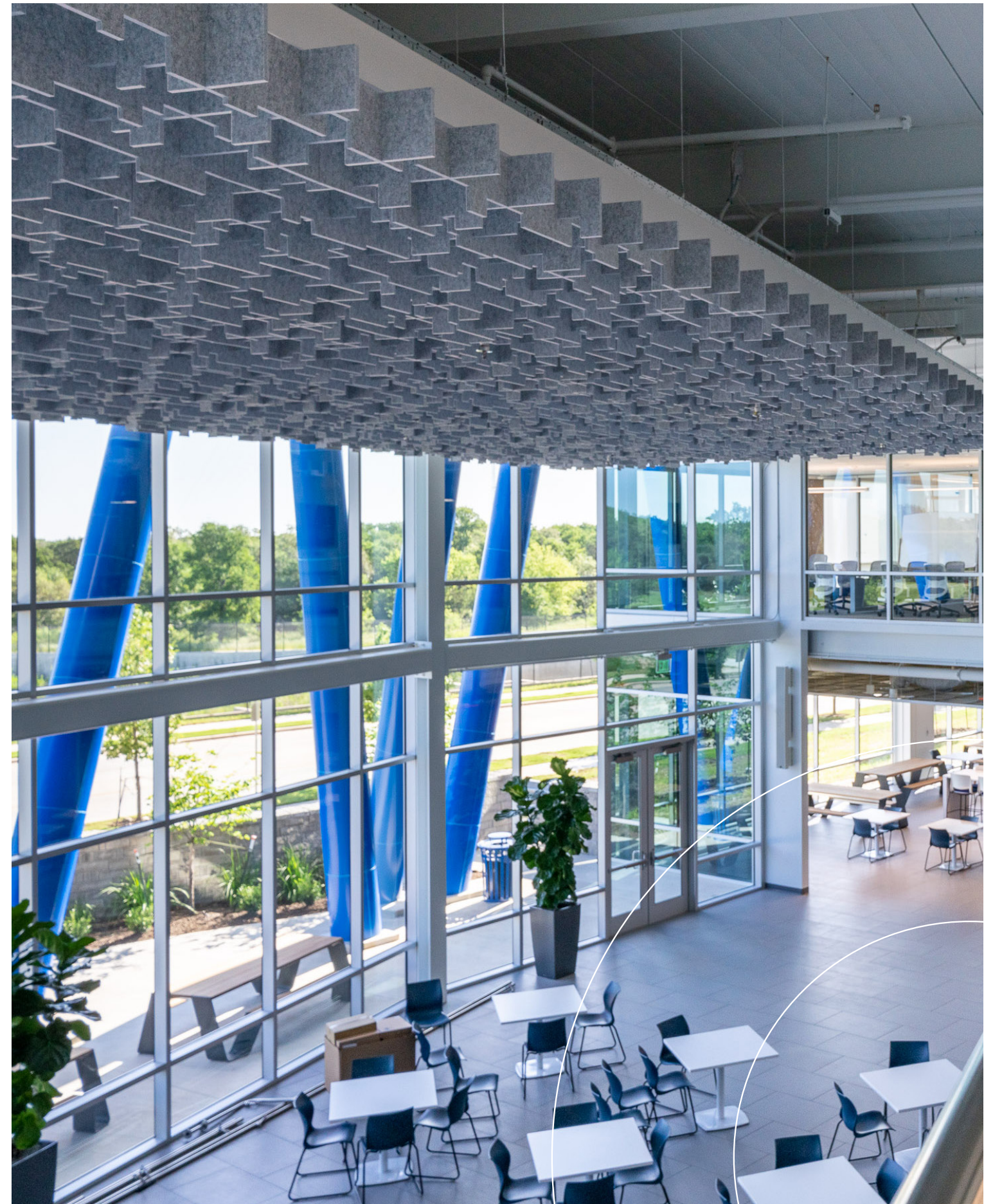
All reports are subject to a structured, impartial investigation process led by the Ethics team. Findings are acted upon proportionately, with outcomes ranging from policy updates and targeted training through to disciplinary action where warranted. Each case is reviewed to identify opportunities for continuous improvement, reinforcing SHI's commitment to ethical conduct across the organization.

The Information Security Management System (ISMS) Policy safeguards data and ensures business continuity, aligning with ISO 27001 to reflect our commitment to high-security standards. 100% of SHI locations are covered by at least one of the following security audits: ISO, SOC 2, PCI DSS, and/or Cyber Essentials. SHI has established, documented, and regularly tested internal control procedures on information security.

The ISMS Policy is communicated through regular training, accessible documentation, and direct channels for reporting concerns. Enforcement is maintained via management oversight, regular audits, and disciplinary actions for non-compliance. Key measures include strict access to controls, effective cryptography, physical security, incident management, and ongoing compliance checks to protect sensitive information and ensure data privacy and security.

Regular information security risk assessments are integral to SHI's security strategy. These assessments identify potential risks, evaluate their impact, and determine their likelihood. We also conduct information security audits to assess the effectiveness of existing controls and identify areas for improvement, ensuring that security measures are up to date and effective against evolving threats. Additionally, the SHI One system, comprising software licensing, hardware procurement, and IT services, adheres to SOC 2 standards, encompassing employees across SHI's locations.

The Partner Code of Conduct and Sustainability Policy sets expectations of SHI's suppliers, mirroring the company's ethics policies. Suppliers are required to acknowledge that they agree to abide by social, environmental, and ethics standards and practices. SHI's standard Purchase Order templates include clauses on ethics, including anti-bribery and corruption.



Policy enforcement

Our policies and procedures have significantly enhanced SHI's security and compliance measures, fostering a culture of integrity and accountability. By ensuring confidentiality and protection against retaliation, SHI has built trust among stakeholders, reinforcing our commitment to ethical practices and transparency.

SHI effectively communicates our policies through onboarding processes, our intranet, and mandatory annual training sessions. Based on risk assessments, internal audits are used to design control procedures that ensure the enforcement of these policies.

Our Code of Conduct is rigorously enforced through regular reviews, continuous improvement, and clearly defined roles and responsibilities across all organizational levels. In 2025, our Risk Management department updated a comprehensive risk assessment focused on anti-bribery, corruption, and anti-competition measures, covering 100% of operational sites.

The company frequently communicates updates and reminders about ethical policies and practices through internal communication channels.

SHI's Code of Conduct guarantees thorough and confidential investigations while protecting whistleblowers from victimization. Additionally, support is always available through HR and the WeCare program, ensuring employees feel safe and supported when raising concerns.



“I help ensure SHI stays compliant with laws and regulations, including in sustainability, but we also aim to go beyond legal requirements to meet customer expectations and do the right thing. In 2025, I really enjoyed contributing to the refresh of the SHI Code of Conduct, which reflects the values we strive to uphold every day.”

Mary Youssef | Associate General Counsel

Sustainable supply chain management

Embedding sustainability into procurement and supply chain management is central to SHI's ability to mitigate risks associated with regulatory compliance, reputational damage, and supply chain disruptions. In 2025, we advanced our sustainable procurement approach with a comprehensive Supply Chain Sustainability Assessment, ensuring alignment with SHI's strategic targets and the increasing sustainability expectations of our customers.

Supplier policies

SHI's Sustainable Procurement Policy and Framework provides clear guidelines for purchasing goods and services from vendors that reduce environmental impact, uphold strong labor and human rights practices, and conduct business ethically. The framework outlines a systematic process for sustainable procurement, including:

- Identifying product and service needs with a sustainability lens.
- Defining requirements to promote sustainable outcomes.
- Selecting suppliers based on robust sustainability and sustainability credentials.
- Monitoring and evaluating supplier performance in sustainability areas.

Our **Partner Code of Conduct and Sustainability Policy** set clear ESG expectations for suppliers, which must be acknowledged during onboarding. These act as preventive controls to minimize supplier-related risks and negative impacts. In 2025, the policy was updated with requirements on authenticity of products (counterfeit protection), in line with SHI's Counterfeit Protection Policy.



“We are committed to a sustainable supply chain. By engaging our vendors and distributors on environmental responsibility, we make sustainability a shared priority across our ecosystem.”

Bill Wyckoff | Vice President, Supply Chain



Sustainability risk assessment and management

In addition to communicating our expectations to suppliers through formal policies, SHI monitors sustainability-related risks and supplier responses through ongoing performance assessments. This is achieved using a due diligence platform, which analyzes data from the following sources:

- Risk resources: Over 50 industry and geographical risk data resources, as well as previous violations.
- Third-party databases: 600 accreditations, disclosures, audits, lawsuits, and sanctions.
- Supplier communication: Content on suppliers' websites, reports, and press releases.
- Adverse news: 300,000 historical news sources spanning over 20 years.

In 2025, our due diligence process covered 5,000 direct suppliers, representing 99% of the company's spend. The assessment evaluated both portfolio- and supplier-level sustainability risks and performance, utilizing a standardized, evidence-based scoring system across 18 material topics.

The 2025 assessment indicated satisfactory performance across the entire supplier portfolio, with less than 0.5% of suppliers by spend recommended for engagement and no acute threats identified. Supplier performance in data protection and security was particularly strong. In 2026, we will expand our assessment to include additional suppliers with smaller spend volumes.

Based on assessment outcomes, suppliers are categorized for targeted engagement according to their ESG risks and spend exposure:

- Monitor: Minor or non-material issues; ongoing observation and periodic review.
- Intervene: Significant sustainability risks; requires corrective action, targeted engagement, or escalation.

Supplier Diversity Program

SHI maintains a Supplier Diversity Program, designed to economically strengthen diverse-owned businesses and reflect SHI's core values. The program is primarily focused on the U.S. market, building and maintaining relationships with nearly 2,800 diverse-owned businesses registered in the SHI supplier database. These suppliers offer a wide range of IT products and services, including consulting, manufacturing, contingent labor, and installation facilities.

SHI provides formal tracking and reporting of supplier diversity spend for customers with diversity-spending initiatives. Our customers receive detailed reports that break down spending by diverse-owned business categories, such as ethnicity, race, and gender, and can include the identities of the diverse suppliers involved. This enables SHI's customers to measure and report on their own diversity spend goals and share this data with their stakeholders.

Continuous improvement

SHI strengthens supply chain integrity and advances sustainability by continuously monitoring, engaging, and building the capacity of our suppliers. Our risk-based approach keeps compliance, resilience, and stakeholder trust central to our practices.

In 2025, we restructured our Purchasing department and introduced a vendor management team, allowing us to better integrate sustainability into supplier management.



Appendices



Appendix 1. About this report

SHI International Corp. (“SHI”, “Company”) publishes annual Sustainability and Action Reports on a voluntary basis, encompassing Environmental, Social, and Governance (ESG) indicators. Reliable ESG data is important to inform our strategy, measure progress, and meet customer expectations and regulatory requirements. This document outlines SHI’s approach to our annual sustainability reporting and provides definitions and methodologies for key quantitative indicators related to our material topics.

Reporting period

The reporting period is a calendar year starting on January 1 and ending on December 31.

Organizational boundaries

SHI uses the organizational control approach when defining organizational boundaries of sustainability reporting. When it comes to reporting energy and environmental data for buildings, we include buildings where SHI is an owner and tenant. Divestments or site closures are removed from scope from the date of divestment or notification of ceasing routine operations. Site closures are not retrospectively removed from the data. Acquisitions, as aligned with the reporting boundary, will come into scope the following year, after review and update of the controlled real estate database.

Following SHI’s acquisition of Locuz (now SHI India) at the end of 2024, SHI India is included within the reporting boundary of this 2025 Sustainability Report.

Alignment with standards

Our GHG emissions approach is based on the GHG Protocol, including the Product Lifecycle Accounting and Reporting Standards for product-related Scope 3 emissions categories. For industry-specific disclosures, we use the Sustainability Accounting Standards Board (SASB) Standard for the Software and IT Services industry.

Methodologies and definitions

The methodologies and definitions for key sustainability indicators are provided in the Basis of Sustainability Reporting document published on our website.

SHI’s operations

As of the end of 2025, SHI operated 28 sites across seven countries. Since these sites vary significantly in terms of sustainability risk, impact, and operational control, we separate them into groups.

Materiality to operations

1. Key operational sites (5)

- SHI’s Headquarters at 290 Davidson Avenue, Piscataway, NJ, U.S.
- Data Center Factory at Ridge, NJ, U.S.
- End-User Integration Center, NJ, U.S.
- Data Centre Factory at Nexus, Barnsley, U.K.
- End-User Integration Center, Issy Les Moulineaux, France

2. Administrative and sales offices (23)

SHI prioritizes ISO standards integration at key operational sites based on their materiality and criticality.

Operational control

Of all sites, eight are under SHI’s operational control (managed), meaning SHI owns or is the primary tenant and can fully implement operational requirements. Nineteen sites are outside SHI’s operational control (non-managed), limiting the ability to introduce environmental measures or directly collect data; environmental data for these sites is estimated.

Appendix 2. Environmental, Social, and Governance (ESG) factsheet

Topic	SASB Code	Metric	Unit	2024	2025
Environmental					
Climate change mitigation		Scope 1 GHG emissions	Metric tonnes CO2e	◆1,360	◆1,326
		Scope 2 GHG emissions (location-based)	Metric tonnes CO2e	◆7,471	◆8,254
		Scope 2 GHG emissions (market-based)	Metric tonnes CO2e	◆8,364	◆0
		Scope 3 GHG emissions	Metric tonnes CO2e	◆935,330	◆1,515,098
		Cat 1. Purchased goods and services (PG&S)	Metric tonnes CO2e	362,507	545,215
		Cat 2. Capital goods	Metric tonnes CO2e	6,903	10,400
		Cat 3. Fuel and energy-related activities	Metric tonnes CO2e	1,702	2,055
		Cat 4. Upstream transportation and distribution	Metric tonnes CO2e	106,404	65,663
		Cat 5. Waste generated in operations	Metric tonnes CO2e	323	762
		Cat 6. Business travel	Metric tonnes CO2e	3,348	5,619
		Cat 7. Employee commuting	Metric tonnes CO2e	7,018	10,690
		Cat 11. Use of sold products	Metric tonnes CO2e	440,773	865,226
		Cat 12. End of life treatment of sold products	Metric tonnes CO2e	6,352	9,477
		Percentage of suppliers by spend with science-based climate targets (SBTi target: 70% by 2029)	Percentage (%)	Not reported	57%
		Percentage of customers by revenue with science-based climate targets (SBTi target: 13% by 2029)	Percentage (%)	Not reported	7%
Reduction of Scope 1 and Scope 2 (market-based) GHG emissions relative to the 2023 baseline	Percentage (%)	Not reported	87%		
Energy	TC-SI-130a.1	Total energy consumption, incl.	MWh	◆39,028	◆39,877
		Fuel	MWh	7,502	7,235
		Natural gas	MWh	7,502	7,225
		Diesel	MWh	0	10
		Electricity	MWh	31,330	32,642
		Purchased electricity	MWh	27,465	29,302
		On-site renewable electricity	MWh	3,865	3,340
		Total renewable energy consumption, incl.	MWh	◆4,057	◆36,007
		Renewable energy certificates	MWh	0	32,135
		Purchased renewable electricity	MWh	192	532
		On-site renewable electricity	MWh	3,865	3,340
		Share of electricity consumption from renewable sources	Percentage (%)	13%	100%

◆Limited assurance provided by ERM Certification and Verification Services Limited ('ERM CVS'). See Appendix 4 for more details.

Topic	SASB Code	Metric	Unit	2024	2025
		Share of energy consumption from renewable sources	Percentage (%)	10%	81%
		Percentage of key operational sites audited for carbon and energy	Percentage (%)	Not reported	80%
Water withdrawals and consumption	TC-SI-130a.2	Total water withdrawn	Gallons	17,525,584	22,909,588
		Percentage of water withdrawn from regions with high or extremely high baseline water stress	Percentage (%)	0%	0%
Resource outflows and waste		Total waste, incl.	Metric tonnes	34,528	19,364
		General waste	Metric tonnes	489	414
		including recycled, RDF and AD	Metric tonnes	10	5
		Dry mixed recyclables	Metric tonnes	343	343
		E-waste	Metric tonnes	33,650	18,533
		Hazardous waste	Metric tonnes	Not reported	29
		Paper (shredded documents)	Metric tonnes	43	36
		Other waste	Metric tonnes	3	3
		Waste diverted from landfill	Metric tonnes	34,049	18,921
		Share of waste diverted from landfill	Percentage (%)	99%	98%
		Total number of customer devices recycled	Number	150,965	133,794
		Total number of customer devices remarketed	Number	205,361	160,846
		Percentage of key operational sites audited for waste	Percentage (%)	Not reported	60%
Environmental considerations in data center strategic planning	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	N/A	N/A	See "Responsible AI" on page 15.
Other environmental indicators		Percentage of key operational sites assessed on specific environmental risks	Percentage (%)	40%	60%
		Number of environmental accidents	Number	0	0
		Number of environmental regulatory fines or penalties	Number	0	0
		Percentage of product shipments to and from SHI warehouses handled by logistics providers with SBTi targets	Percentage (%)	58%	58%
		Percentage of employees trained on environmental awareness as part of "Code of Conduct" training	Percentage (%)	Not reported	85%
		Percentage of suppliers (by spend) assessed against key material ESG topics	Percentage (%)	N/A	99%

♦Limited assurance provided by ERM Certification and Verification Services Limited ('ERM CVS'). See Appendix 4 for more details.

Topic	SASB Code	Metric	Unit	2024	2025	
Social						
Equal treatment and opportunities for all		Number of employees at end of year	Number	◆6,000	◆6,909	
		<i>Breakdown of employees by gender, end of year</i>				
		Male	Percentage (%)	66%	68%	
		Female	Percentage (%)	◆34%	◆32%	
		<i>Gender diversity within senior leadership, end of year</i>				
		Percentage of women in senior leadership positions	Percentage (%)	◆29%	◆25%	
		<i>Breakdown of employees by location, end of year</i>				
		U.S.	Percentage (%)	92%	81%	
		U.K.	Percentage (%)	5%	4%	
		India	Percentage (%)	N/A	13%	
		Other	Percentage (%)	3%	2%	
		<i>Breakdown of employees by age, end of year</i>				
		Under 20	Percentage (%)	0%	0%	
		20-23	Percentage (%)	2%	3%	
	24-34	Percentage (%)	43%	44%		
	35-54	Percentage (%)	46%	45%		
	55-65	Percentage (%)	8%	7%		
	Over 65	Percentage (%)	1%	1%		
		TC-SI-330a.3	<i>Breakdown of U.S.-based employees by racial/ethnic background, end of year</i>			
			Percentage of all U.S.-based employees with one or more minority racial/ethnic background	Percentage (%)	34%	35%
		Percentage of U.S.-based people managers with one or more minority racial/ethnic backgrounds	Percentage (%)	22%	21%	
		Percentage of U.S.-based individual contributors with one or more minority racial/ethnic backgrounds	Percentage (%)	36%	30%	
		Percentage of the total workforce across all locations who are covered by formally elected representatives	Percentage (%)	0%	0%	
Health and Safety		Lost time injury (LTI) frequency rate for employees	Number	◆0.4	◆0.3	
		Lost time injury (LTI) severity rate for employees	Number	◆15.8	◆3.2	
		Number of days lost to work-related injuries, fatalities, and ill health	Number	◆193	◆45	
		Number of work-related lost-time injuries (LTI)	Number	◆5	◆4	
		Number of fatalities as a result of work-related injuries and ill health	Number	◆0	◆0	

◆Limited assurance provided by ERM Certification and Verification Services Limited ('ERM CVS'). See Appendix 4 for more details.

Topic	SASB Code	Metric	Unit	2024	2025
		Percentage of employees covered by formalized global and entity-level policies and employee handbooks	Percentage (%)	100%	100%
		Percentage of key operational sites for which an employee health and safety risk assessment has been conducted	Percentage (%)	100%	100%
		Percentage of new employees who received HSE-related onboarding training	Percentage (%)	100%	100%
Human rights		Percentage of key operational sites that have been subject to human rights reviews or human rights impact assessments	Percentage (%)	100%	100%
Learning and development		Number of training hours completed per employee, on average	Number	◆15.7	◆16.1
		Percentage of employees who received career/skills-related training (throughout the year)	Percentage (%)	94%	86%* <small>* excl. SHI India (formerly Locuz)</small>
		Percentage of the total workforce across all locations who received regular performance and career development reviews	Percentage (%)	100%	100%
Governance					
Corruption and bribery		Percentage of employees trained on anti-bribery and corruption (as of end of year)	Percentage (%)	◆98.9%	◆96.7%
Privacy (consumers and end users)	TC-SI-230a.2	Approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	N/A	See Page 43.	
Risk management and internal controls	TC-SI-550a.2	Percentage of sites with site-level Business Continuity Plans (BCP), including assessment of risks and planning measures for extreme weather events.	SHI maintains business continuity plans (BCPs) for business processes related to specific sites, rather than for each site individually. Owned facilities have emergency action plans, while leased locations follow landlord- or building management-led procedures. Site risk assessments are conducted every three years (or as needed) and are tracked.		
ISO certification coverage		Percentage of key operational sites covered by ISO 9001:2015 (Quality Management System)	Percentage (%)	100%	100%
		Percentage of key operational sites covered by ISO 14001:2015 (Environmental Management System)	Percentage (%)	20%	60%
		Percentage of key operational sites covered by ISO 45001:2018 (Occupational Health and Safety Management System)	Percentage (%)	20%	60%
		Percentage of key operational sites covered by ISO 27001:2022 (Information Security Management System)	Percentage (%)	80%	80%

◆Limited assurance provided by ERM Certification and Verification Services Limited ('ERM CVS'). See Appendix 4 for more details.

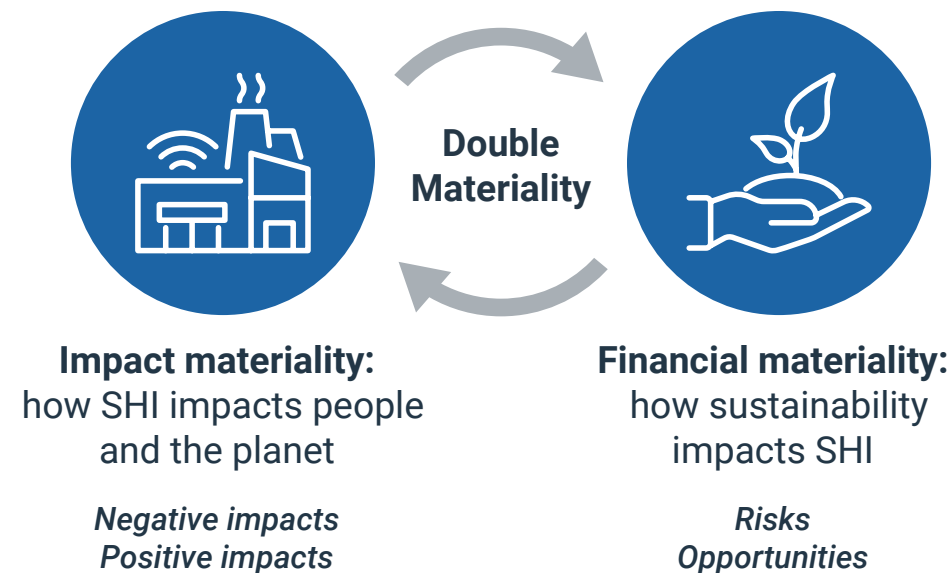
Appendix 3. Double materiality assessment (DMA)

In 2024, we conducted a formal double materiality assessment (DMA) to evaluate both our impacts on the environment and society, and the sustainability-related risks and opportunities that could influence our financial performance. Although the DMA offers valuable insight into key sustainability topics, it does not encompass the complete range of risks and opportunities that SHI encounters.

Understanding double materiality

Double materiality is an approach to assessing and reporting sustainability information that considers two distinct perspectives: impact materiality and financial materiality. Impact materiality focuses on how an organization’s activities affect the environment and society – both positively and negatively – across its operations and value chain. This includes assessing direct and indirect, actual and potential impacts over the short, medium, and long term. Information is considered material if it is necessary for understanding the organization’s significant impacts on people or the environment.

Financial materiality, on the other hand, addresses how sustainability issues can influence the organization itself. It considers whether certain environmental, social, or governance matters could affect the organization’s development, financial performance, position, or cash flows. Information is deemed financially material if its omission or misstatement could reasonably be expected to influence the decisions of users of financial or sustainability reports. Double materiality, therefore, ensures that reporting captures both how an organization affects the world and how sustainability issues affect the organization.



No	Sustainability topic	Strategy pillar	Impact on people and the planet	Financial impact on SHI	Upstream	SHI Operations	Downstream
1	Energy	Planet, Products	High	High	•	•	•
2	Resource inflows, including resource use	Planet, Products	Medium	High	•	•	
3	Climate change mitigation	Planet, Products	Medium	Medium	•	•	•
4	Privacy (consumers and end users)	Principles	Medium	Medium		•	•
5	Water withdrawals and consumption	Planet, Products	Medium	Medium	•	•	
6	Child labor	People	Medium	Medium	•		
7	Forced labor	People	Medium	Medium	•		
8	Payment practices with suppliers	Principles	Medium	Medium		•	
9	Substances of very high concern	Planet, Products	Medium	Medium	•		
10	Corruption and bribery	Principles	Medium	Medium	•	•	•
11	Knowledge infrastructure	Principles	High	Low			•
12	Health and safety	People	Medium	Low	•	•	
13	Pollution of air	Planet, Products	Medium	Low	•		
14	Pollution of water and soil	Planet, Products	Medium	Low	•		
15	Working time (employees)	People	Medium	Low	•		
16	Resource outflows and waste	Planet, Products	Medium	Low	•	•	•
17	Pollution (impact on biodiversity)	Planet, Products	Medium	Low	•		
18	Gender equality and equal pay	People	Medium	Low	•	•	
19	Prevention of violence and harassment at work	People	Medium	Low	•	•	
20	Diversity	People	Medium	Low	•	•	
21	Substances of concern	Planet, Products	Medium	Low	•		
22	Water discharges	Planet, Products	Medium	Low	•		
23	Freedom of association	People	Medium	Low		•	
24	Privacy (employees)	People	Medium	Low	•	•	
25	Land-use change, fresh water-use change, and sea-use change	Planet, Products	Medium	Low	•		

Planet Products Principles People

Appendix 4. Independent assurance report



Independent Limited Assurance Report

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by SHI International Corp. ("SHI") to provide limited assurance in relation to the Selected Information set out in Appendix A and presented in SHI's 2025 Sustainability and Action Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the Selected Information for 2025 as listed in Appendix A is fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	As listed in Appendix A
Reporting period	1 January 2025 to 31 December 2025
Reporting criteria	<ul style="list-style-type: none"> SHI's Basis of Sustainability Reporting, available on SHI's website Sustainability Accounting Standards Board (SASB) Sustainable Industry Classification System® (SICS®): Standard for the Software and Information Technology Services Industry WBCSD/WRI GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions WBCSD/WRI GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and in accordance with ISAE3410 for Greenhouse Gas data issued by the International Auditing and Assurance Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>SHI is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.</p> <p>ERM CVS' responsibility is to provide a conclusion to SHI on the agreed assurance scope based on our engagement terms with SHI, the assurance activities performed and exercising our professional judgement.</p>

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by locations included in the consolidated 2025 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Evaluating the conversion factors, emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

OTHER MATTERS

Our assurance activities related to the following Scope 3 GHG emissions categories:

- Category 1. Purchased Goods and Services, and Category 2. Capital Goods:** Our testing of the spend values used in the calculation of GHG emissions for these categories consisted of evaluating the consistency of the spend data with SHI's internal reporting systems. SHI represented to us that these spend values are sourced from systems that are used in preparing audited financial statements. We did not independently assure any spend values used in the calculation of GHG emissions.
- Category 11. Use of Sold Products, and Category 12. End-of-Life Treatment of Sold Products:** Our testing of the hardware sales values used in the calculation of GHG emissions for these categories consisted of evaluating the consistency of the sales data with SHI's internal reporting systems. SHI represented to us that these values are sourced from systems that are used in preparing audited financial statements. We did not independently assure any hardware sales values used in the calculation of GHG emissions.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to SHI in any respect.

Appendix 4. Independent assurance report (continued)

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information.

In respect of the selected Health and Safety metrics 10-14 listed in Appendix A: Our assurance activities were limited to reviewing the consistency of the injury classification and number of days lost in line with SHI's reporting criteria, based on SHI's injury descriptions and management assertions. We did not independently review any corresponding SHI incident forms or official medical records associated with the classification of these injuries or the number of days lost.

It is important to understand our assurance conclusions in this context.



12 May 2026

London, United Kingdom

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APPENDIX A: SELECTED INFORMATION

#	Selected Information	Unit of Measure	Page # within SHI's 2025 Report
Environmental: Climate change mitigation			
1	Total Scope 1 GHG emissions	metric tonnes CO ₂ e	51
2	Total Scope 2 GHG emissions (location-based)	metric tonnes CO ₂ e	51
3	Total Scope 2 GHG emissions (market-based)	metric tonnes CO ₂ e	51
4	Total Scope 3 GHG emissions	metric tonnes CO ₂ e	51
Environmental: Energy			
5	Total energy consumption	MWh	51
6	Total renewable energy consumption	MWh	51
Social: Equal treatment and opportunities for all			
7	Number of employees at end of year	number	53
8	Breakdown of employees by gender, end of year: Female	%	53
9	Percentage of women in senior leadership positions	%	53
Social: Health and safety			
10	Lost time injury (LTI) frequency rate for employees	number	53
11	Lost time injury (LTI) severity rate for employees	number	53
12	Number of days lost to work-related injuries, fatalities and ill health	number	53
13	Number of work-related lost-time injuries (LTI)	number	53
14	Number of fatalities as a result of work-related injuries and ill health	number	53
Social: Learning and development			
15	Number of training hours completed per employee, on average	number	54
Governance: Corruption and bribery			
16	Percentage of employees trained on anti-bribery and corruption (as of end of year)	%	54