



S172

Statement 2023

Accenture (UK) Limited

Section 172 statement

Companies Act 2006

The Board of Directors has constituted an Executive Committee that has oversight of the day-to-day management of the Company, a significant number of the Board are also members of the Executive Committee. The Executive Committee comprises the most senior levels of leadership within the Company. This leadership team represents the interests of all of the Company's key stakeholders.

They are regularly updated on stakeholder feedback and consider the long-term consequences and impact that decisions may have on these stakeholders. Our culture is founded on operating business ethically, legally and with integrity. Our actions are governed by our core values and Code of Business Ethics (COBE).

More details on our culture and business ethics can be found in the Corporate Governance Statement as Principle 1 on [page 16](#).

The Company is a wholly owned subsidiary of the Accenture Group headed by Accenture plc. The Company supports the Accenture Group strategy and the Board oversees the Company's alignment with the goals of the group. Read more: [Accenture Annual Report Fiscal 2022](#).

Stakeholder Engagement

At Accenture, we deliver 360° value for all our stakeholders - our clients, employees, shareholders, partners and communities.

360° value encompasses the full value an organisation can deliver - not only its financial metrics, but also its progress toward its sustainability, talent, and inclusion and diversity goals; and its ability to create meaningful experiences for its customers, employees and communities.

We measure our success by how well we are realising this strategy, which reflects our growth drivers, our purpose, our core values and our culture of shared success.

We recognise that building a sustainable business and achieving our long-term purpose requires extensive engagement with a broad set of stakeholders.

The methods we use to engage with our stakeholders have been developed over a long period of time and continue to evolve. Below is a non-exhaustive summary of the nature of engagements with the Company's stakeholders.

The Company's senior leadership are ultimately responsible for the engagement with these stakeholders and ensuring that feedback from such engagement is built upon.



Clients

Delivering 360° value to our clients, focuses not only on financial goals but on multiple dimensions of value, such as sustainability, inclusion and diversity, talent and more.

This encompasses everything we do for our clients - including:

- Delivering the financial business case and unique value a client may be seeking.
- Striving to partner with our clients to achieve greater progress on inclusion and diversity.
- Eeskill and upskill our clients' employees.
- Help our clients achieve their sustainability goals.
- Create meaningful experiences, both with the Company and for the customers and employees of our clients.

We create 360° value by helping the world's leading businesses, governments, and other organisations harness what we believe are the five key forces of change for the next decade:

- **Total enterprise reinvention**

Every part of every business must be transformed by technology, data and AI, with new ways of working and engaging with customers, employees and partners, and new business models, products and services.

We are helping clients build their digital core, optimise operations and accelerate growth.

- **Talent**

companies must be able to access great talent, be talent creators not just consumers, and unlock the potential of their people - from the ways they organise and work, to their culture, to their employee value proposition.

- **Sustainability**

as consumers, employees, business partners, regulators and investors are demanding companies move from commitment to action - every business must be a sustainable business.

- **The metaverse continuum**

moving seamlessly between virtual and physical will provide even greater possibilities in the next waves of digital transformation.

- **The ongoing technology revolution**

from the rich innovation to come in the powerful technologies being used to transform companies today, to the new fields of the future, from quantum computing, to science and space technology.

Clients

Investing in long-lasting, strong and deep relationships is key to the Accenture Group and hence to the Company's success.

In FY22, ninety-nine of the Accenture Group's one hundred top global clients have been clients for more than ten years.

Our senior leaders sponsor specific client relationships and we have dedicated client account leadership to ensure the voice of the client is heard in all our interactions.

Client engagement is embedded in how we deliver our services.

We have rigorous quality assurance processes in place to ensure we understand and respond to performance feedback from our clients.



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Our Employees

We support our employees with care and compassion and continually offer them opportunities to learn, grow their skills and advance their careers, with a commitment to pay equity and to creating an inclusive work environment.

The Company is committed to the health, safety and well-being of our employees and provides a comprehensive range of health benefits to employees and their dependents. We have received ISO® 45001 certification in the UK, a globally recognised standard for occupational health and safety.

We recognise our people identify in many different ways and offer a wide variety of resources to support our people and increase understanding of our inclusive culture, such as Unconscious Bias and Thriving Together; training programmes to build skills and leadership capabilities; and employee resource groups and networks that create a sense of belonging and community.

Working to eliminate discrimination in employment and applying our principle of meritocracy when we make decisions about how our people advance are fundamental parts of our commitment.

In addition, we are building inclusion into how we deliver at Accenture through our work on accessibility, Responsible Artificial Intelligence (AI) and inclusive design.

Our people have the opportunity to voluntarily share information about themselves through our “Self ID” programme—such as their legal gender, gender identity, sexual orientation, ethnicity and race, and disability.

Self-ID helps us to accelerate Accenture’s culture of equality by enabling us to better understand our employees’ needs, create personalised experiences, and enhance their Accenture experience.

We also provide a suite of benefits covering mental emotional, financial, physical and workplace wellbeing and access to inclusion and diversity networks giving our people the opportunity to support one another and channel insights from their lived experience to our leadership to drive positive change.



As of 31 August 2022,
the UK had 40.7%
women in the
workforce and 28.8%
of UK managing
directors are women.



Our Employees

We are committed to providing an inclusive environment where all of our people can thrive and feel that they belong.

The Company is committed to goals of gender parity and 30% women managing directors by 2025. As of 31 August 2022, the UK had 40.7% women in the workforce and 28.8% of UK managing directors are women.

The Company is also committed our UK goal of increasing the proportion of Black colleagues to 7% and doubling our Black managing directors to sixteen or more by 2025.

As of 31 August 2022, Black colleagues represent 4.5% of our UK workforce and ten (1.3%) of our managing directors.

To support our Black employees, we created Engage!, a leadership journey for Black employees, their direct managers and sponsors that focuses on culture change and inclusive behaviours across the employee ecosystem.

The Company has a regular review process to validate living wages and help ensure we pay 100% of our employees a living wage or more, which is above the legally required minimum wage in the UK.

The Company is an accredited "real Living Wage" employer. We also conduct an annual pay equity review. As of 5 November 2021, we had 100% pay equity for women compared to men. By race and ethnicity, we likewise had 100% pay equity.

Apprenticeship programme

In FY22, the Company employed nearly 200 apprentices, a 93% increase in participation over the prior year.

The apprenticeship programme widens our talent pool to include underrepresented groups, enabling entry-level talent the opportunity to work across technology, consulting and human resources.

We offer nationally recognised degree apprenticeships including an M.Sc. Digital and Technology Solutions Degree Apprenticeship.

In our London cohorts over the last three years, nearly 70% were from low socio-economic backgrounds, nearly 60% women and over 30% of the participants were Black.

The Company's current initiatives are explained in more detail [here](#) and in the [360° Value Report](#).



Environment and Communities

We continue to be committed to addressing environmental issues both for the Accenture Group and by helping our clients and our suppliers make and meet their commitments across impacts such as carbon emissions, waste generation, and water use etc.

Our commitments and progress

The Accenture Group is a signatory to the United Nations Global Compact Business Ambition for 1.5° Pledge

The Group's [science-based target](#) is to achieve a 11% reduction in absolute scope 1, 2 and 3 GHG emissions by 2025 from a 2016 base-year.

This target includes a 65% reduction in scope 1 and 2 emissions and represents a 40% per unit of revenue intensity reduction for scope 1, 2 and 3 GHG emissions over the same time period.

The Accenture Group has achieved a 68% reduction in total emissions from our 2016 baseline.

Scope 1 and 2 GHG emissions reduced by 91%, surpassing our goal of a 65% absolute reduction against our 2016 baseline.

Total emissions per unit of revenue reduced by 82%, surpassing our goal of reducing Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% against our 2016 baseline.

We have achieved 100% renewable energy across our UK operations.

As a subsidiary of the Accenture Group, the Company is committed to the same goals.

We have set a goal to achieve net-zero emissions by the end 2025. Our UK energy usage is detailed in the SECR disclosure.

During FY22, in the UK we reused or recycled 100% of our e-waste relating to computers and workstations.

We continue our efforts to reuse or recycle other e-waste such as monitors and servers.

While we already responsibly manage other forms of e-waste, we will expand our digital asset tracking of additional categories to include monitors, servers and uninterruptible power supply devices in FY23.



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Environment and Communities

Plan for water risk

To promote business continuity and resilience, we will develop plans to reduce the impact of flooding, drought and water scarcity on our business and our people in high-risk areas by 2025.

Investing in a low-carbon future

Get Nature Positive – In a collaboration between Accenture, the UK Department for Environment, Food and Rural Affairs and the Council for Sustainable Business (CSB), the Get Nature Positive (GNP) handbook was launched to support businesses on their journey to protecting, restoring and sustainably using nature, and to position nature positive actions as key to reaching net-zero targets.

We are now partnering with, and supporting, global NGO Business for Nature, alongside their 75+ partners including the World Economic Forum (WEF), We Mean Business, World Business Council for Sustainable Development, International Chamber of Commerce, Capitals Coalition, World Wide Fund for Nature and many others to bring GNP to a global audience as part of broader efforts to scale and speed up business action to address nature loss.

The Company's current global initiatives are explained in more detail in the [360° Value Report](#).

Collaborating with Communities

We seek to empower communities to deliver lasting positive social and environmental impact, driving solutions that will help us bridge skills gaps and combat urgent climate and nature crises.

Our UK people provided 35,732 hours of pro bono consulting in in FY22 to charities, social enterprises and other welfare-to-work organisations.

This includes looking for ways to harness technology to create a positive social impact and transform society at scale.



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Environment and Communities

Skills to Succeed

Through our Skills to Succeed initiative, we collaborate with our partners to prepare people to for employment and entrepreneurship opportunities.

In FY22 our Skills to Succeed programmes in the UK have supported 79,065 people in the UK to build their skills. Examples include:

- Co-founding the FutureDotNow coalition to ensure vulnerable people can develop digital skills for work and life.
- Being a founding partner of Movement to Work, a collaboration of UK employers committed to tackling youth unemployment through the provision of vocational training and work placements for young people who are not in education, employment or training.
- Developing with Generation UK a bespoke 12-15 week training programme to upskill graduates, career changers or 'at risk' individuals to help launch their careers in tech.
- Co-creating Mobolise, a digital recruitment platform to connect Black talent with career opportunities in the United Kingdom's creative and technology fields by enabling access to job opportunities, upskilling, mentoring and networking.

- Being a founding member of Progress Together, a first-of-its-kind body focusing on the progression and retention of employees from lower socio-economic backgrounds in the financial services sector.

- Stay Nimble – Accenture's partnership to co-create the digital career coaching platform Stay Nimble helps UK workers reimagine their careers and navigate a shifting labour market. This has recently included the launch of the new green skills programme.

Accenture Development Partnerships (ADP)

Accenture Development Partnerships (ADP) helps our clients address society's most critical challenges.

Specifically, through its Inclusive Business offering, ADP collaborates with private sector clients to drive sustainable impact at scale to support their environmental, social and governance goals.

For example, ADP and technology company Arm have developed an ultra-durable tablet prototype that could improve the lives of millions.

With long battery life at an affordable price the prototype has the potential to support health workers and improve the lives of millions of people in rural and disadvantaged communities.

Environment and Communities

Communities in crisis and refugees

Accenture is helping meet the essential immediate and longer-term needs of Ukrainian refugees.

The Company partnered with the Confederation of British Industry (CBI) to organise essential humanitarian food boxes for delivery to Ukraine.

Our people in the United Kingdom worked with British food manufacturers, supply chain partners and the Ukrainian embassy in London to enable this essential aid to reach people in need.

Our Accenture Group activities, including in the UK can be found in our [360° Value Report](#).



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Suppliers

The size and scale of our supply chain affords us the opportunity to drive a culture of responsible buying.

As we continue to grow as a company, we recognise our responsibility to deliver long-term value to society through our clients, suppliers and communities.

As we continue to build supply chains that are more sustainable and inclusive, we recognise the need for an ethical procurement strategy that is reflective of our core values and our Code of Business Ethics (COBE).

Our ethical procurement strategy is an underlying component of our business practice and influences applicable training for Accenture people, selection criteria for suppliers and the development of our standards for conducting business with our suppliers.

To encourage broader transparency within our supply chains, we require our suppliers to adhere to our Supplier Standards of Conduct, which supplement our Code of Business Ethics, or to make an equivalent commitment.

We continue to invest in new technology and processes to help us have greater visibility into environmental, social and governance (ESG) performance of our suppliers.

Our Sustainable Procurement Hub (The Hub), which we are rolling out globally will enhance and provide greater transparency from our direct

suppliers about their own human rights policies and sustainability practices.

The tool also allows us to perform due diligence processes to inform our buyer selection decisions, onboarding and ad hoc ESG assessments.

We have utilised The Hub to conduct more than 3,000 sustainability assessments (globally) to better understand our suppliers' ESG performance.

Our Supplier Standards of Conduct reflects our support of the ten Principles of the United Nations Global Compact – and we have continued to lead by example in upholding these principles since we signed the UNGC in 2008, supporting its efforts to advance sustainability, equality and human rights.

The Accenture Supplier Standards of Conduct are available [here](#).

The Company expects its business partners and suppliers to operate to the same standards as it does and in that regard works with its business partners and suppliers to meet environmental sustainability, inclusion, diversity, social innovation and human rights including the elimination of modern slavery.

Suppliers

In turn we expect our suppliers to apply these standards to their own suppliers, thereby continuing the impact of our ethical procurement strategy. Our Modern Slavery Transparency Statement is available [here](#).

Our [Diverse Supplier Development Program](#) (DSDP) reflects our commitment to developing and expanding relationships with diverse businesses owned by minorities, women, persons with disabilities, LGBTQI+, veterans, disabled veterans, and service-disabled veterans among others.

The formal 18-month programme matches our executive mentors with supplier companies to help them grow their businesses. In turn, the Company, its clients, and communities' benefit from their innovative contributions.

Not only does DSDP represent a strategic sourcing strategy for the Company and its clients, but also strengthens communities by creating more businesses, jobs, and economic growth.

To-date thirty three UK suppliers have completed the programme. New suppliers are currently working through to graduation for FY23.

Prompt Payment Code

We are signatory to the Prompt Payment Code, which requires a continual focus on ensuring that we pay our suppliers on time, within the payment terms agreed.

We consistently make more than 95% of our U.K. payments within 60 days as required by the code.

Timely payment to suppliers helps to support cashflow and enables them to continue focus on delivering innovation leading to shared success.



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Corporate Governance
Statement 2023

Accenture (UK) Limited

Corporate Governance Statement

As a subsidiary of the Accenture Group, the Company adheres to its governance ethos and practices.

The Company operates in accordance with its Memorandum and Articles, Code of Business Ethics (COBE) and the governance principles set out below.

The Company has not adopted Accenture plc's Governance Guidelines as these are specific to a listed Company nor has it adopted any other governance code.

While Accenture plc's Governance is specific to a listed company, there is much in Accenture's Plc's governance that applies to Accenture UK and is reflected in the governance principles set out below.

Principle One

Values and Culture

The Company is a wholly owned subsidiary of the Accenture Group headed by Accenture plc.

The Board and wider Accenture leadership oversee the Company's alignment with the Company's purpose, goals, strategies and ethics and compliance with its code of business ethics and associated policies.

We aim to lead, not only in our services to our clients but in our service to our wider stakeholders (our people, our partners & suppliers, the communities in which we operate, and the planet) as described in our section 172 statement.

Our governance seeks to enthuse this leadership across the organisation.

We have a well-defined [Code of Business Ethics](#) (COBE) supported by a culture of accountability, ethical conduct and compliance.

Our people have clear and visible channels to access the information they need to make ethical decisions and are required to take part in training and reinforcement of COBE annually.

COBE builds on our six core values - Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship by providing greater detail about expected behaviours and our associated policies.

Principle Two

Board Composition

The constitution of the Company's Board includes representation from all functions of the business. The Board includes leaders drawn from the Global Management Committee (GMC), client service, human resources, operations, finance and legal.

Consistent with the Company's policy on diversity, the Board is diverse in its gender, ethnicity and skills and comprises the members below:

Simon Eaves

- Chairman and Managing Director of Accenture, UK and Ireland
- A member of the Global Management Committee

Malcolm Fernandes

- Chief Financial Officer, UK and Ireland
- Global Finance Ethnicity & Cross Cultural Diversity lead

Stuart Hamilton (appointed on 24 February 2023)

- Director of Operations, UK and Ireland

Lisa Rose

- HR Senior Director for UK and Ireland

Shaheen Sayed

- Senior Managing Director and the head of Accenture Technology in UK and Ireland

Derek Simpson

- Managing Director and Director of Legal Services UK and Ireland

Principle Three

Director Responsibilities

The Board has responsibilities for the overall governance and oversight of the Company's strategy and operations.

The Board meets regularly to approve acquisitions, delegations of authority, financial statements and the declaration of dividends.

The Board includes senior leadership with the requisite skills and experience to deliver on these accountabilities.

The UK Board is supported by the Executive Committee who have oversight of the day-to-day operations of the UK business.

A significant number of UK Board members are also members of the Executive Committee and the Chairman of the Board sits on the GMC which includes representatives from all the geographic markets in which the Accenture Group operates and the Accenture Group CEO.

Members of the Board act in accordance with Accenture's COBE, which is applicable to all directors as well as all other Accenture personnel.

This includes strict adherence to Accenture's policies with respect to conflicts of interest, confidentiality, and ethical conduct in all business and personal dealings.

Board members are required to be mindful of possible conflicts of interest that could impair their independence as a director.

The Company has procedures in place so that a director can escalate conflicts. If a significant conflict arises and cannot be resolved the director would be expected to resign.

The Board completed the annual Accenture Leader Compliance Certification, certifying understanding of and compliance with Accenture's key compliance priorities and requirements.

The Accenture Group has a global set of policies implemented in the UK that ensure at all time its directors and all employees operate with the appropriate integrity, compliance, control and within the law.

Principle Four

Opportunity and Risk

The Company's long-term strategic opportunities are aligned with the Accenture Group's strategic direction as set out in the [Accenture plc's Annual Report](#).

The risks associated to the Company are common to those that the Accenture Group faces (refer to Accenture plc's Annual Report) and the specific risks to the UK marketplace have been set out in the Strategic Report.

While there are defined processes to identify opportunity and manage risks, there is the expectation that all our leaders should be doing so to ensure rapid sense and response for our clients and more broadly for our other stakeholders.

There are then a number of approval forums to approve the associated business actions.

Accenture is organised by its five services: Strategy & Consulting, Technology, Operations, Industry X and Song.

The Accenture Group manages its business through three geographic markets - North America, Europe, and Growth Markets – and goes to market by industry.

The Accenture Group's Global Management Committee (GMC) has recently been expanded to include a broader representation of leaders from its services and geographic markets.

The Accenture UK Board of Directors is represented on the GMC by the Chairman of the Board.

Principle Five

Remuneration

The Company pays its executives an appropriate mix of short and long-term incentives based on challenging performance objectives in alignment with our 360 degree value commitments.

Executive compensation is aligned with shareholder returns of Accenture plc through performance-based vesting of equity incentive awards.

Accenture has a clawback policy that applies to both incentive cash bonus and equity-based incentive compensation awarded to our Chair and Chief Executive Officer and members of the GMC as well as our senior leaders.

We ensure we are always current on legislative requirements, best market practice and remuneration benchmarking, drawing on evidence from across the sectors in which we operate and from other sectors.

Pay equity at Accenture means that our people receive pay that is fair and consistent when considering similarity of work, location and tenure at career level. We use appropriate peer groups when establishing compensation and retain an independent compensation consultant.

Principle Six

Stakeholder Engagement

We acknowledge that in the course of our core business, the advice and solutions we sell to clients impacts various stakeholders within and beyond their businesses whom we must actively consider.

Board members and our wider leadership aim to develop and embed increasingly visible and deliberate consideration of our stakeholders including social and environmental impacts into all our client proposals and projects and the core processes underpinning them.

Our actions will continue to be governed by our core values, COBE and compliance with legal requirements.

More details can be found in our Section 172 statement on [page 2](#).

About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 738,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities. Visit us at www.accenture.com.

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