



# S172

# Statement 2024

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**Accenture (UK) Limited**

# Section 172 statement

The Board of Directors has constituted an Executive Committee that has oversight of the day-to-day management of the Company, all members 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 below. (<https://www.accenture.com/content/dam/accenture/final/a-com-migration/pdf/pdf-63/accenture-cobe-brochure-english.pdf#zoom=50>)

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 (<https://www.accenture.com/content/dam/accenture/final/capabilities/corporate-functions/marketing-and-communications/marketing--communications/document/Accenture-Fiscal-2023-Annual-Report.pdf#zoom=50>).

## **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 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

## Engagement

We are privileged to serve clients that turn to us as a trusted partner for the 360° value we deliver. Client-centricity is the foundation on which we build trust, collaborate and deliver reinvention for our clients, and we take pride in creating exceptional experiences for them. Our clients' satisfaction with the results and impact we deliver in our work together—including our proven track record for delivering on programmes that drive tangible value—is reflected in the length and depth of our relationships.

Below are examples of how we engage with our clients and help them reinvent:

### Lead with innovation

We embed innovation in what we do, working with our clients across the world to imagine their future, including at Accenture Group's network of more than 100 innovation hubs. Building on 35 years of innovation, Accenture Labs continue to incubate new concepts and apply the latest technologies to deliver breakthrough solutions for business and society.

### Invest at scale

In fiscal 2023, the Accenture Group made approximately US\$5 billion in investments—US\$2.5 billion across 25 acquisitions; US\$1.3 billion in research and development (R&D); and US\$1.1 billion in the learning and professional development of our people. We bring our experience, along with client-specific industry solutions, to help companies transform at speed and scale to sustain innovation.

### Offer a depth and breadth of services

Our broad range of services, solutions, and assets across Strategy & Consulting, Technology, Operations, Industry X and Song enable us to deliver tangible outcomes and help our clients succeed.

### Bring industry expertise

Our deep expertise across 13 industry groups and our cross-industry expertise enable us to accelerate value as our clients transform their products and customer experiences and optimize their operations.

### Build trusted, lasting relationships

Our culture of shared success is at the heart of how we partner with our clients. Many of Accenture Group's biggest clients are also our longest client relationships, including working with our top 100 clients globally for over 10 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.

Together, these strengths position the Accenture Group as the leader in harnessing technology and innovation as a force to help our clients reinvent every part of their enterprise. By working with our clients as their trusted advisors, we help them navigate change.



# Our People

## Engagement

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. In addition, our Occupational Health and Safety policy defines the responsibilities of all our people and contractors to keep our work environment healthy and safe, wherever they work; drives compliance with applicable laws and regulations; and fosters adoption of health and safety management standards across our company. We have received ISO® 45001 certification in the UK, a globally recognised standard for occupational health and safety.

We offer a wide variety of resources to support our people and increase understanding of our inclusive culture, for example our “Thriving Together—Building Resilience and Belonging” which supports feeling seen, safe, connected and courageous and “Unconscious Bias: Mitigating It 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 programmes 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.

Peer-to-peer support: Through our Mental Health Ally network, 2,900 of our UK people are equipped to help colleagues facing emotional health challenges find the support they may need. We offer training to help our people understand the signs that a colleague needs help, how to have a conversation about emotional health, and the steps they can take to support someone in need.

## Our People

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

The Accenture Group is committed to goals of gender parity and 30% women managing directors by 2025. As of 31 August 2023, the Company had 45.3% women in the workforce and 32% of UK managing directors are women.

The Company was recognised as a Menopause Friendly Workplace by Henpicked: Menopause in the Workplace in 2023. We are proud to provide a safe and supportive workplace for all people going through menopause, as well as resources and information for those who want to support their friends, family members and colleagues who are experiencing perimenopause and menopause (<https://menopausefriendly.co.uk/our-members/>).

The Company went up a place to #5 in The Social Mobility Foundation Employer Index 2023. We are delighted to have been recognised for our efforts in promoting social mobility and implementing initiatives that propel progress in this area. <https://www.socialmobility.org.uk/employerindex>

The Company is also committed to 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 2023, Black colleagues represent 5.4% of our UK workforce and twelve (1.6%) of our managing directors.

Engage! is a leadership journey for U.S. and UK participants of Black heritage, 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. 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 had 100% pay equity for women compared to men (as of 1 December 2022 and maintained as of 1 December 2023). By race and ethnicity, we likewise had 100% pay equity.

## Our People

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### **Apprenticeship programme**

In FY23, the Company employed 238 apprentices in the UK, a 19% increase in participation over the prior year. We have also seen strong diversity across these apprentice hires—overall, more than 58% were female and over 63% were from low socio-economic backgrounds—and for our London cohort, 38% of hires were Black and 78% were from ethnically diverse backgrounds.

The apprenticeship programme widens our talent pool to include under-represented 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 September 2022 we launched a new Organisational Management and Leadership Apprenticeship programme in London.

The Company's current initiatives are explained in more detail at <https://www.accenture.com/gb-en/about/inclusion-diversity/uk-workforce> and in the 360° Value Report 2023 <https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2023.pdf#zoom=50>



# Environment and communities

## Engagement

We began to measure and disclose our environmental impact in 2007, and we continue to hold ourselves accountable to clear, measurable goals that are aligned with climate science.

## Our external commitments and progress

The Accenture Group is a signatory to the United Nations Global Compact Business Ambition for 1.5° Pledge, joining leading companies in pledging to do our part to keep global warming below 1.5° Celsius, in alignment with the Paris Agreement and the criteria and recommendations of the Science Based Targets initiative (SBTi).

The Accenture Group has met its science-based target aligned to 2025:

- Achieved a 57% reduction in total emissions from a 2016 baseline, surpassing its 2025 target to reduce absolute greenhouse gas emissions by 11%.
- Scope 1 and 2 GHG emissions reduced by 91%, surpassing its goal of a 65% absolute reduction against 2016 baseline.
- Total emissions per unit of revenue reduced by 77%, surpassing its goal of reducing Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% against 2016 baseline.

We are continuing to work toward the Accenture Group goal of net-zero emissions by 2025 by first focusing on reductions across our Scope 1, 2 and 3 emissions and then removing any remaining emissions through nature-based carbon removal projects. The Accenture Group is also establishing new goals to

align with the SBTi's criteria, guidance and recommendations for setting science-based net-zero targets. In October 2023, the Accenture Group received approval from SBTi for its new, near-term target aligned to 2030, and in fiscal 2024 it plans to set a new long-term science-based target.

Accenture Group's new target is to:

- Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions 80% from fiscal year 2019 base year.
- Reduce Scope 3 GHG emissions per unit of revenue 55% from fiscal year 2019 base year.

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

## Renewable electricity

We achieved 100% renewable electricity, and our UK energy usage is detailed in the SECR disclosure.

## Moving toward zero waste

During fiscal 2023, we eliminated single-use plastics in our office locations by purchasing reusable and plastic-free items.

During FY23, we refurbished or recycled 100% of our e-waste relating to workplace (desktop, notebook, monitor, printer and mobile) and enterprise (server & options, network & options, storage & options, power, other) units. While we already responsibly manage other forms of e-waste, we will expand our scope of e-waste types in line with global scope



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expansion to include units such as headsets, tablets, video conferencing devices in FY24.

### **Planning for water risk**

To safeguard our people and operations, we are developing water resiliency action plans to reduce the impact of climate-related flooding, drought and water scarcity on our business and our people in high-risk areas by the end of 2025. We proactively analyse our water risk using the World Resources Institute Aqueduct tool, and we also measure, monitor and report water use for locations in high-risk areas.

Investing in a low-carbon future in the U.K  
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.

### **Investing in a low-carbon future in the U.K**

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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.

To date, the Handbook and campaign has secured >160 business sign ups, and 1.6 million visits to Get Nature Positive at (<https://getnaturepositive.com/>).

**Projects for Nature** – a UK tech platform connecting business with opportunity to fund credible nature recovery projects vetted by the Environment Agency and part-funded by Defra. Accenture is shaping the strategic direction of the project within UK Government, Council for Sustainable Business and eNGOs, and engaging our clients to create an attractive funding proposition; Programme managing the development of a MVP to launch at COP28 Nature Day; and Developing the visual branding and communications strategy bringing the project to life.

Businesses can invite employees and customers to co-fund selected projects to create a movement of people and business in support of nature.

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The Group's current global initiatives are explained in more detail in the 360° Value Report: Driving reinvention, delivering value at <https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2023.pdf#zoom=50>)

### Community impact

We collaborate with our clients, ecosystem and non-profit partners and others to create positive, lasting change and help build stronger, more vibrant communities, driving solutions that will help us bridge skills gaps and combat urgent climate and nature crises.

In FY23, UK people in the Accenture Group provided 31,365 hours of pro bono consulting to charities, social enterprises and other welfare-to-work organisations. Our people provided the majority of these hours.

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

### Skills to Succeed

Our Skills to Succeed initiative, is about supporting and empowering people as they prepare for and navigate their career journeys.

In FY23, programmes supported by Skills to Succeed reported that 75,270 people in the UK were equipped with skills toward employment or entrepreneurship.

Examples include:

- Being a founding partner of the FutureDotNow coalition, a collaboration of UK employers committed to ensuring that millions of vulnerable workers can access and develop the Essential Digital Skills for work and life.
- Partnering with the Resolution Foundation, we established a £1.5m innovation fund - WorkerTech - to enable start-ups to build new technologies to improve the lives of thousands precariously employed workers in terms of pay, working conditions, skills and career paths, with 11 start ups supported thus far.
- 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 with over 170,000 young people supported to date.
- Partnering with The Prince's Trust, our grant will support 5,000 unemployed young people aged 18-25 years from marginalised backgrounds to access proven and effective employability programmes.
- Delivering with Generation UK a bespoke 12 week "Data Engineering" training bootcamp to upskill those who are facing significant and multiple barriers to help launch their careers in tech, with over 402 participants to date.
- Being a founding partner of Progress Together, a first-of-its-kind employer membership body focusing on the progression and retention of employees

## Environment and communities

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from lower socio-economic backgrounds in the financial services sector.

- 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.
- Stay Nimble – Accenture's partnership to co-create AI powered digital career coaching platform Stay Nimble helps UK workers reimagine their careers and navigate a shifting labour market which has created over £30m in social value and supported over 18,000 members.
- Sky's the Limit – in the UK this initiative helps aspiring entrepreneurs to chase their business dreams by connecting them with volunteer mentors
- Natural History Museum - partnering with the Natural History Museum to create the next generation of nature scientists and advocates by upskilling 16,000 students, training 1,500 teachers and enabling 80,000 citizens to participate in community nature projects.
- Change X is a tech platform that connects social innovators with local changemakers and funding access to scale proven ideas globally. Accenture is providing seed funding to support the start-up and scaling of projects, which includes hands-on support to changemakers, mentorship and technology tools.

- Online digital learning platforms – We are also using technology to broaden our reach and impact. Our UK Skills to Succeed Academy is a free, immersive online learning programme to help young people and others build skills and confidence to succeed in the workplace. Whilst Accenture Digital Skills builds digital skills across a range of topics including AI, digital marketing, analytics and mobile. These platforms have equipped more than 320,000 people to date with the skills to thrive in the digital economy.

## Environment and communities

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### **Communities in crisis and refugees**

Accenture partnered with Big Issue Invest and Breaking Barriers to support the Refugee Transitions Outcomes Fund. The grant supported the development and implementation of a data analysis tool to support the programme management and future development of refugee support services in collaboration with 14 local authorities and nine charity partners. The grant improved the lives of over 1,000 refugees into sustainable employment and accommodation, as well as being supported with integration into local communities.

### **Accenture Development Partnerships (ADP)**

Accenture Development Partnerships (ADP) helps clients—including leading NGOs, private foundations, public donor agencies and the private sector— address society’s most critical challenges.

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

For example, ADP partnered with a leading recruitment technology company in the UK. They were keen to identify other influential organisations in the UK who were working to tackle the additional biases and barriers that prevent job seekers from finding work. ADP identified the different barriers faced by job seekers from underrepresented communities, and then identified 107 unique organisations working across these categories, including NGOs, corporate companies and government organisations. We are now working towards partnering with these identified organisations to work with them to remove these barriers.

Our Accenture Group activities, including in the UK can be found in our 360° Value Report: Driving reinvention, delivering value at <https://www.accenture.com/content/dam/accenture/final/corporate/corporate-initiatives/sustainability/document/360-Value-Report-2023.pdf#zoom=50>



# Suppliers

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## Engagement

To drive our culture of responsible buying, we leverage our size and scale to advocate for supply chains that are more sustainable and inclusive, both inside and outside of our company. We consider this part of our responsibility to deliver long-term value to society.

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 actively engage with our suppliers to gain better visibility of ESG performance in our supply chain and outline paths forward for increased social impact.

Our Sustainable Procurement Hub (the Hub), which is now live in more than 50 countries including the UK, and continues to be deployed globally provides greater transparency from our direct suppliers about their own human rights policies, due

diligence and inclusive practices. We have also implemented operating model and change management initiatives to support the Hub. These due diligence processes support our buyers on selection decisions and ongoing supplier relationships, while also giving us the insights to identify any critical gaps that may require actions from suppliers. In fiscal 2023, we conducted approximately 5,000 sustainability assessments (UK and globally). We continue to actively engage with our suppliers to gain better visibility of ESG performance in our supply chain and outline paths forward for increased social impact.

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.

The Accenture Supplier Standards of Conduct are available here: <https://www.accenture.com/content/dam/accenture/final/a-com-migration/pdf/pdf-58/accenture-supplier-standards-of-conduct-final-en.pdf#zoom=50>. 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. In turn we expect our suppliers to apply these standards to their own

## Suppliers

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suppliers, thereby continuing the impact of our ethical procurement strategy. Our Modern Slavery Transparency Statement is available here at <https://www.accenture.com/content/dam/accenture/final/accenture-com/document/Accenture-Modern-Slavery-Transparency-Statement-2023.pdf>

Since 2006, we have brought our commitment to supplier inclusion and diversity to life through our global Diverse Supplier Development Program (DSDP). We host the DSDP program of up to 18 months which matches our executive mentors with supplier companies to help them grow their businesses, to develop and expand relationships with diverse suppliers.

DSDP offers one-on-one mentoring partnerships between Accenture mentors and diverse suppliers as well as quarterly symposiums on topics such as marketing, social media, sales, business development, cybersecurity, legal and storytelling. In turn, the company, clients, and communities benefit from their innovative contributions. Not only does DSDP represent a strategic sourcing strategy for Accenture and our clients, but also strengthens communities by creating more business opportunities, jobs, and economic growth (<https://www.accenture.com/gb-en/about/company/accenture-supplier-inclusion-sustainability>). To-date forty-five UK suppliers have completed the programme.

### **Prompt Payment Code**

In the United Kingdom, 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 UK payments within 60 days as required by the code.



Corporate Governance  
**Statement 2024**

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**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.



# 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 at <https://www.accenture.com/content/dam/accenture/final/a-com-migration/pdf/pdf-63/accenture-cobe-brochure-english.pdf>

## Principle Two

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# 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:

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Daniel Burton (resigned on 24 February 2023)

- CFO – Global Strategy & Consulting

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Simon Eaves (resigned on 1 September 2023)

- Chair and Market Unit Lead, UKI\*
- A member of the Global Management Committee

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Malcolm Fernandes (appointed on 30 November 2022)

- CFO, UKI
- Global Finance Ethnicity & Cross-Cultural Diversity lead

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Stuart Hamilton (appointed 24 February 2023)

- Director of Operations, UKI

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Lisa Rose

- HR Senior Director for UK and Ireland

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Emma Kendrew (appointed 30 October 2023)

- Lead - Technology, UKI\*

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Ewan Mackay (resigned on 24 February 2023)

- Senior Managing Director and Head of Sales, UKI

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Shaheen Sayed

- Senior Managing Director and the head of Accenture Technology in UKI\*

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Derek Simpson

- Managing Director and Director of Legal Services UK and Ireland

*\*Since 1 September 2023 and as at the date of signing of these accounts, Shaheen Sayed has taken over as Chair and Market Unit Lead, UKIA and is also a member of the Global Management Committee; Emma Kendrew has taken over as the lead for Technology UKI since 1 September 2023.*

# 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 Board is supported by the Executive Committee who have oversight of the day-to-day operations of the UK business. The Board members are also members of the Executive Committee, and the Chair 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.

# 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 at <https://www.accenture.com/content/dam/accenture/final/capabilities/corporate-functions/marketing-and-communications/marketing---communications/document/Accenture-Fiscal-2023-Annual-Report.pdf#zoom=50>

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, EMEA, and Growth Markets – and goes to market by industry. The Accenture Group's Global Management Committee (GMC) includes a broad representation of leaders from its services and geographic markets. The Accenture Board of Directors is represented on the GMC by the Chair of the Board.

## 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°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.

## 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 above.*

### **Statement on engagement with suppliers, customers and others in a business relationship**

Refer to our Section 172 statement in the Strategic Report and Corporate Governance statement for details.

### **Statement of engagement with employees**

Refer to our Section 172 statement in the Strategic Report and Corporate Governance statement for details.

## 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 grow 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](http://www.accenture.com).

## Disclaimer

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