

S172 Statement 2020

Accenture (UK) Limited

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 8.

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 2020.](#)

Stakeholder Engagement

We recognise that building a sustainable business and achieving our long-term purpose of *'delivering the promise of technology and human ingenuity'* 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

We believe in delivering '360° value' to our clients.

We define 360° value as:

- Delivering the financial business case and unique value a client may be seeking.
- Striving where possible to partner with our clients to achieve greater progress on inclusion and diversity with our diverse teams.
- Helping our clients achieve their sustainability goals.
- Creating meaningful experiences both for the Company and for our customers.

Investing in long-lasting, strong and deep relationships is key to the Accenture Group and hence to the Company's success. In FY20 ninety-seven of the Accenture Group's one hundred largest global clients had been clients for over ten years or more.

Our senior leaders are expected to 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.



Our People

We believe in providing our people with continuous growth opportunities and creating a truly inclusive workplace, rich in diversity, with equal opportunity for all.

Growth of our employees is through work experience and significant and focused technical, functional, industry, managerial and leadership skill development and training, appropriate for the individual's role and level. Through what we call 'Performance Achievement', we create a constant review of an individual's potential and performance on which talent and reward decisions are based. Individuals can benefit from their own performance as well as share in the success of Accenture based on merit.

We are committed to diversity and set targets where representation needs to improve. We have a focus on gender parity and in December, we promoted a record

percentage of women globally to managing director and senior managing director, achieving our goal of 25% women managing directors by the end of 2020 and setting a new global goal of 30% by 2025. In the UK we have also targeted to increase the representation of our Black colleagues from 4% to 7% and to more than double the number of our Black Managing Directors.

From an inclusion perspective, we are committed to a workplace where individuals can achieve their potential and can be themselves without fear of bias of any kind. Inclusion is institutionalised through policy, inclusive decision making, inclusive work design, inclusive workplaces and inclusive talent strategies. We have interest groups that focus on gender, ethnicity, mental health, religion, disability, family and sexual orientation. These networks are made up of individuals

from all levels and all parts of the organisation. While these networks represent particular interest groups, they are encouraged to be welcoming to all, including establishing ally programmes.

Engagement with the Company's employees is across many dimensions. From interaction through employee forums and networks, to project communities and practice communities. Each employee is provided a career counsellor and we offer an Employee Assistance Programme for more individual engagement. Ultimately, to assess how well we are doing, we regularly

survey our employees to understand the extent to which they are thriving and identify instances of individuals not living our core values.

The Company is an equal opportunities employer and has implemented the associated Equal Opportunities, Respect for the Individual, Meritocracy and Harassment policies.

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



Society

We believe that local economies and communities should benefit from our technology capabilities and scale.

The Company is part of a large global group and therefore can make an impact to society in the countries in which it operates. In FY20 the Company continued to work in partnership with community groups across the UK providing funding, volunteering and pro bono consulting, as well as supporting charities, social enterprises, and others who help minority groups or those who are excluded or vulnerable thrive in the digital economy. We lead national coalitions including [Movement to Work](#), the [Inclusive Economy Partnership](#) and [FutureDotNow](#) which in collaboration with clients, partners and the government highlight and tackle issues relating to workforce skills and employment.

Skills to Succeed

The Company's global Skills to Succeed programme is committed to helping society, from the young to older workers who are vulnerable due to automation, to adapt and thrive in the digital economy. Since its launch in the UK to August 2020, the Skills to Succeed Academy has skilled 157,033 people and a further 353,000 people have participated in the Accenture Digital Skills Programme globally. The UK workforce provided 35,000 of pro-bono consulting hours in FY20.

Social innovation

The Company's employees utilise their skills and ingenuity; adapting emerging technologies to have immediate positive social impact and address questions such as accessibility, education, health, gender equality, climate change and economic mobility. In FY20, the Company's work with the National Theatre in London used smart glass technology to dramatically improve the theatre experience for deaf and hard of hearing patrons. More details are available [here](#).

Accenture Development Partnerships

The Company's not-for-profit arm together with clients, NGOs and government institutions work to improve lives in the developing world and bring us closer to achieving the United Nations Sustainable Development Goals.

More details can be found in our [UK Impact report](#). Our [Corporate Citizenship Report 2019](#) provides detail on the Accenture Group activities, including the UK.



Environment

We believe that we need to take a leadership position on our own impact on the environment and that we should use our voice and services to help deliver a sustainable future.

We are committed to:

- By 2023, achieving 100% renewable energy globally.
- By 2025, achieving net zero carbon emissions by focusing on actual reductions in the Company's emissions and investing in nature-based solutions to remove carbon from atmosphere.
- Move to zero waste by reuse or recycling all e-waste and office furniture and eliminating single-use plastics in its offices.
- Develop plans to reduce the impact of flooding, drought and water scarcity on its business and its people in high risk areas.

More details on Accenture Group's goals [here](#).



Business partners and suppliers

We expect our business partners and suppliers to share our values and beliefs. It is incumbent upon us to ensure we work in partnership to deliver a better result together for our stakeholders.

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. As in previous years, the Company has published its annual [Modern Slavery Transparency Statement](#).

The Company sets high standards for the way it conducts business and requires suppliers across all categories to adhere to its Supplier Standards of Conduct or make an equivalent commitment. The Company takes targeted actions and supports advocacy in our supplier ecosystems, frequently holding discussions with

suppliers across their business. We also offer our **Diverse Supplier Development Program** (DSDP) which reflects our commitment to developing and expanding relationships with diverse businesses owned by minorities, women, persons with disabilities, LGBT, veterans, disabled veterans, and service-disabled veterans and others. The formal 12 to 18-month program matches our executive mentors with diverse 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. Our Supplier Standards of Conduct reflect our core values and its commitment to the 10 principles of the United Nations Global Compact.

The Company has improved the individual number of suppliers it pays on time as required by the Prompt Payment Code in the UK and consistently makes more than 95% of its UK payments within 60 days. Timely payment to suppliers helps to support cashflow and enables them to continue focus on delivering innovation leading to shared success.



Covid-19

The Covid-19 pandemic has forced the Company to make significant, and potentially lasting changes. As a business the Company has worked closely with its clients, helping them to rapidly adjust to the changing needs of their customers, suppliers and employees in the face of the pandemic. At the same time, as an employer the Company has made every effort to keep its employees and its communities engaged and cared for by putting their health and well-being at the top of our agenda. More details on the Company's Covid-19 response can be found [here](#).

Corporate Governance Statement 2020

Accenture (UK) Limited

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 Accenture group Global Management Committee

Shaheen Sayed

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

Daniel Burton

- Senior Finance Director and Chief Financial Officer, UK and Ireland

Patrick Rowe

- Chief Compliance Officer for the Accenture group with responsibility for Accenture's COBE and compliance with competition law, anti-bribery, trade compliance, anti-money laundering, government compliance and data protection
- Executive sponsor for the UK Pride at Accenture Network

Ewan Mackay

- Senior Managing Director and Director of Operations, UK and Ireland
- Communications, Media and Technology business lead in UK and Ireland

Candida Mottershead

- HR Senior Director for UK and Ireland

Principle Three – Director Responsibilities

The Board has responsibilities for the overall governance and oversight of the Company 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 complete 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 namely Brexit.

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.

In January 2020 the Accenture Group implemented its Next Generation Growth Model (NGGM) whereby Accenture organized its market-leading capabilities into four services: Strategy & Consulting, Interactive, Technology, and Operations. The Accenture Group now manages its business through three geographic markets—North America, Europe, and Growth Markets. Accenture continues to go to market by industry and expand its global industry programs. The Accenture Group's GMC has 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

We believe that a well-designed, consistently applied compensation program is fundamental to the long-term creation of shared success with our clients, our people, shareholders, partners and communities.

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 is aligned with performance and considers fair pay and conditions across the Company's workforce. The Company is committed to closing the gender pay gap and reports annually on progress [here](#).

We conduct an annual risk review and retain an independent compensation consultant.

In particular the Company aligns Executive pay with performance and sets challenging performance objectives balancing long and short-term incentives appropriately. Non-solicitation and non-competition provisions are included in award agreements, with a clawback of equity under specific circumstances.

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.

We seek to elevate our people’s responsible business mindset and skills and seek to influence our clients at an engagement level, where the work together poses significant social, economic or reputational risk. Where this is the case, we will seek to offer alternative solutions. Our actions will continue to be governed by our core values, COBE and compliance with legal requirements.

More details can be found in our S172 statement.

Statement on engagement with suppliers, customers and others in a business relationship with the company

Refer to S172 and Corporate Governance statements for details.

Statement of engagement with employees

Refer to S172 and Corporate Governance statement for details.

About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 514,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities. Visit us at www.accenture.com.