

# S172

# Statement 2025

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# 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 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.

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 (for more information, see: [Accenture Annual Report Fiscal 2024](#)).

# 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 organization can deliver. It includes not only its financial metrics, but also its progress toward its sustainability goals, and its ability to create meaningful experiences for its customers, employees and communities.

We recognize 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

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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 programs that drive tangible value—is reflected in the length and depth of our relationships.

We saw AI emerge as the new digital. Like digital, AI is both a technology and a new way of working, and its full value will only come from strategies built on both productivity and growth.

We also believe the introduction of generative AI signifies a transformative era that is set to drive growth for us and our clients.

To accomplish reinvention and take advantage of AI, businesses need to focus on talent, which includes accessing the best people at the right time, place and cost; being a talent creator to keep people market-relevant; and unlocking the potential of talent.

## **Listening creates better experiences**

We are listening more, and more often, to our clients, using surveys and project-based feedback tools to augment our daily interactions.

We want to understand our clients' expectations and their perceptions across key performance areas such as loyalty, relationships, value generation, innovation, delivery and ease of doing business.

We then communicate our assessment, including data and insights, and plan actions to create even stronger relationships.



Our clients' satisfaction with the results and impact we deliver in our work together is reflected in the length and depth of our relationships



## Clients

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### Helping our clients reinvent

In fiscal 2024, we met our clients' need for large reinventions—using technology, data, AI and new ways of working—that utilize the scale and depth of our expertise and ecosystem relationships.

We have a proven approach to help our clients reinvent, enabling us to anticipate and harness ongoing waves of technology innovation while delivering 360° Value, including how we:

- **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.

We have made a specific investment to build a generative AI studio in London as a focal point for industry specific research and create a scaled delivery capability of new gen AI technologies and skills for our clients.

The London Gen: AI studio recently published a piece of primary research relating to the potential for the UK economy from successfully embedding AI and gen AI technologies.

- **Invest at scale**

In fiscal 2024, the Accenture Group continued to make significant investments: US\$6.6 billion deployed across 46 strategic acquisitions; US\$1.2 billion in research and development; and US\$1.1 billion in learning and development of our people.

Accenture Group launched Learn Vantage to provide clients with comprehensive technology learning and training services that will help them reskill and upskill their people so they can be a talent creator.

- **Drive ecosystem leadership**

Accenture Group is one of the world's leaders in helping drive technology change through our strong ecosystem partnerships—we are the No. 1 partner for our top ecosystem partners.

- **Nurture our brand**

In 2024, our global brand achieved its highest brand rankings to date on key lists.

On Kantar Brand's Top 100 Most Valuable Global Brands, Accenture's global brand rose from No. 22 to No. 20, with a brand value of US \$81.9 billion.

## Clients

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- **Bring industry expertise**

We go to market through five industry groups, comprised of 13 industries, to accelerate value creation for our clients.

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

We have long-term relationships and, globally, the Group partnered with its top 100 clients for more than 10 years. In fiscal 2024, the Group reached 310 Diamond Clients, our largest client relationships, marking an increase of 10 from last year.

Together, these strengths position Accenture as the leader in harnessing technology and innovation as a force to help our clients reinvent their enterprise.

By working with our clients as their trusted advisors, we help them navigate change.



## Our people

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Our people help us deliver on the promise of technology and human ingenuity.

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 wellbeing 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 recognized standard for occupational health and safety.

- We offer a wide variety of resources to support our people and increase understanding of our inclusive culture. Some examples are our “Thriving Together— Building Resilience and Belonging”, which supports feeling seen, safe, connected and

courageous; and “Unconscious Bias: Mitigating It Together”. We also offer 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 can 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.

## Our people

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- 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, 3,400 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.

- We are committed to providing an inclusive environment where all our people can thrive and feel that they belong.
- As of 31 August 2024, the Company had 42% women and 58% men in the workforce, and 31% of UK managing directors are women and 69% are men.\*

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 ([menopausefriendly](#)).

- As of 31 August 2024, Black people represent 5.8% of our UK workforce and eleven of our managing directors.



We offer training to help our people understand the signs that a colleague needs help



\* Gender metrics reflect people who have self-reported as binary in our enterprise management system (EMS).

## Our people

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- 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.

We are committed to pay equity and have processes in place to compensate our people fairly—across gender, race and ethnicity.

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 conduct an annual pay equity review. As of our last review, which reflected pay changes effective December 1, 2024, we had dollar-for-dollar, 100% pay equity for women and men globally (certain subsidiaries, recent acquisitions and temporary employees were excluded from the analysis).

By race and ethnicity, we likewise had dollar-for-dollar, 100% pay equity in the U.S., the UK and South Africa, which are the locations where we currently have the data available to use for this purpose.

### Apprenticeship schemes

Our UK apprenticeship programmes provide career opportunities to entry-level talent with little or no experience across Technology, Consulting and Human Resources.

This year, we had more than 200 apprentices in our UK apprentice programme.

Overall, 61% were female, and 82% were from low socio-economic backgrounds. For our London cohort, 46% of hires were Black, and 81% were from ethnically diverse backgrounds.

For the Organisational Management and Leadership Apprenticeship, a UK programme that launched in London in September 2022, in fiscal 2024, 63% were females, 21% were Black, 74% were from ethnically diverse backgrounds and 74% were from low socio-economic backgrounds.



We are committed to pay equity and have processes in place to compensate our people fairly



## Our people

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### **Great experiences for our people begin with listening**

We create meaningful experiences for our people to help them achieve their aspirations both personally and professionally.

This starts by listening deeply to our people to help us understand how they feel and what they need, using data and insights to advance initiatives, adjust policies and make decisions.

We believe that listening strengthens our culture and builds trust, which drives greater business value.

At Accenture Group, we rely on a variety of tools and channels to gain data-driven insights into our people's experiences at the team, country and global levels; to help us benchmark their perceptions around transformation, change, engagement and well-being; and to evolve our people's experience.

For more information on our listening tools, please see our [360 Value Report](#).



## Environment and communities

We operate our business with a strong commitment to the environment, ethics and human rights and work to create value in communities around the world.

### **Our journey**

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.

In 2020, the Group established a 2025 carbon removal goal—previously referred to as its 2025 net-zero goal—and the Group is on track to achieve this goal.

Accenture Group's environment goals discussed below span three areas: reducing and removing its carbon emissions, moving toward zero waste and planning for water risk.

The Group continues to work toward its 2025 carbon removal goal by first focusing on reductions across its Scope 1, 2 and 3 emissions and then removing any remaining emissions through nature-based carbon removal projects.

Accenture Group is a signatory to the UN Global Compact Business Ambition for 1.5°C Pledge, committing to do its 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).

In 2018, the Group established an SBTi 2025 near-term emissions reduction target, which it has surpassed.

During fiscal 2024, the Group received SBTi approval for net-zero greenhouse gas (GHG) emissions targets aligned with SBTi's Corporate Net-Zero Standard, including new 2030 near-term and 2040 long-term reduction targets.

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

### **Renewable electricity**

In 2023, we achieved our goal of 100% renewable electricity in our facilities and we maintained this in fiscal 2024.

As we do not own our facilities and procure most of our energy from the grid, we purchase renewable electricity contracts equivalent to the amount of electricity we consume, in line with the guidelines set by RE100, the global consortium of businesses committed to 100% renewable electricity.

Going forward, we plan to maintain 100% renewable electricity in our facilities. As we purchase renewable electricity, we also support the generation of more renewable sources of electricity.

Our UK energy usage is detailed in the Streamlined Energy and Carbon Reporting (SECR) disclosure on pages 22–24.

## Environment and communities

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### Moving toward zero waste

Moving toward zero waste: e-waste, furniture and single-use plastics

- **E-waste and office furniture**

The Group has a goal to reuse or recycle 100% of its electronic waste (e-waste), such as computers and servers, as well as all its office furniture, by the end of 2025.

- During fiscal 2024, Accenture Group reused or recycled nearly 100% of its e-waste relating to computers, servers and uninterruptible power supply devices.
- Our asset tracking system also includes our furniture assets. In fiscal 2024, further enhancements were made at the Group level to the system and processes to improve tracking and reporting capabilities.

We continue to refine our processes, leverage our asset tracking system and work with vendors to help us extend the life cycle of our furniture, including through refurbishment and reuse or recycling.

- **Eliminated single-use plastics in our facilities**

In 2023, we achieved our goal of eliminating single-use plastics in our facilities (straws, plates/bowls, cutlery, cups, lids, stirrers, bottles and to-go containers) by purchasing reusable and plastic-free items and we maintained this in fiscal 2024.

### Planning for water risk

Although Accenture Group is not a water-intensive company, to safeguard our people and operations, the Group is developing water resiliency action plans to reduce the impact of climate-related flooding, drought and water scarcity on its business and our people in high-risk areas.

The Group has completed plans for approximately 90% of its facilities in high-risk areas.

Accenture Group proactively analyses its water risk using the World Resources Institute Aqueduct tool, and it also measures, monitors and reports water use for locations in high-risk areas.

The Group continues to minimize its use of water wherever feasible.



The Group has completed plans for approximately 90% of its facilities in high-risk areas



## Environment and communities

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### **Investing in a low-carbon future in the UK**

Projects for Nature is a pioneering partnership that aims to close the critical nature funding gap in England by connecting businesses, and other donors, with screened nature recovery projects.

Accenture has collaborated closely with the Council for Sustainable Business, Defra, Environment Agency, Natural England and Crowdfunder to shape this initiative bring it to life.

So far, Projects for Nature has raised almost £700,000 with support from Lloyds Banking Group, Scottish and Southern Electricity Networks, and GSK.

We are now partnering with, and supporting, Business for Nature, a global NGO. We work 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, WorldWide 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.

### **Community impact**

The Group invests in its communities to help them thrive, and it continues making substantial impacts in the places around the world where we work and live.

At the Group level, we do this through collaborating with our clients, ecosystem and nonprofit partners and empowering the Group's approximately 774,000 people to make a difference.

In contributing to progress against a broad spectrum of social and environmental challenges, we prioritize helping underserved people achieve economic self-sufficiency and empowering the next generation to build a sustainable future.

In FY24, UK people in the Group provided 38,412 hours of pro bono hours to charities, social enterprises and other welfare-to-work organizations.

This year, we launched our Regenerative AI programme, aiming to reach 1 million people over 3 years, to help improve their digital access and build their AI skills.

### **Skills**

Decent work is key to sustainable development. We are committed to supporting and empowering people in communities around the world as they prepare for and navigate their career journeys.

For more than a decade, our Skills to Succeed initiative has equipped people with skills as enablers in preparing for future employment or entrepreneurship opportunities.

## Environment and communities

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In fiscal 2024, programmes supported by Skills to Succeed reported that approximately 5 million people worldwide benefited from this initiative.

Our skilling initiatives are about supporting and empowering people as they prepare for and navigate their career journeys. In FY24, our skilling programmes in the UK reported that 366,657 lives were improved by these initiatives, an increase of 291,387 from FY23 (75,270).

Examples include:

- **Good Things Foundation**

Over 283,000 beneficiaries were connected through access to data, devices and skilling opportunities.

In collaboration with the Foundation, we launched a campaign across our digital hub network to highlight the potential of AI, including an introductory learning module on AI.

- **Natural History Museum**

We're partnering with the Natural History Museum to create the next generation of nature scientists and advocates by upskilling over 9,000 students and enabling over 45,000 citizens to participate in community nature projects.

- **Tech She Can**

In collaboration with nonprofit partner Tech, She Can, Accenture volunteers are supporting the delivery of generative AI lessons, inspiring the next generation to embrace careers in technology.

The collaboration has already helped to reach more than 50,000 children in schools across England.

- **Digital Skills Platform**

We have upgraded our free Accenture Digital Skills programme to include gen AI, supporting reskilling and career growth for over 27,000 users.

Over 2,400 unique UK learners have completed the Accenture Digital Skills courses, including the new gen AI content.

Additionally, we offer open online learning on Responsible AI (RAI) in partnership with the Alan Turing Institute.

- **Skills to Succeed Academy**

Accenture's online learning programme was developed in partnership with employability and education experts to ensure inclusive and engaging content, where learners can practice real-life situations, instantly seeing the consequences of their decisions.

We had over 4,300 people in the UK use a selection of the 108 interactive modules.

- **The King's Trust**

Continuing our partnership with The King's Trust (formerly The Prince's Trust), our extended support in FY24 has enabled more than 4,000 young people to move into employment, self-employment, training or education.

## Environment and communities

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- **Into University**

Our collaboration with Into University has provided local learning for 3,970 young people aged seven and up to realize their ambitions, achieve their academic potential, develop vital skills and gain experience of the world of work.

- **Stay: Nimble**

Our focus was on launching online training to help jobseekers responsibly harness the productivity gains of AI tools, particularly gen AI, in their job search.

- **East London Business Alliance**

This partnership builds the connection between businesses and local communities, bringing the time, skills and resources of the private sector to help build the capacity of local organizations, support over 1,100 young people in education and place people into employment in London.

- **Movement to Work**

As a founding partner of Movement to Work, a collaboration of UK employers dedicated to tackling youth unemployment, we have provided vocational training and work placements for young people who are not in education, employment or training.

In FY24, we delivered over 595 Accenture Movement to Work placements, helping them develop their digital and employability skills, with 21 Movement to Work graduates securing a permanent role.

- **Generation UK**

We are 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 technology, with over 100 participants in FY24.



In FY24 we delivered over 595 Accenture Movement to Work placements with 21 movement to work graduates securing a permanent role



### **Accenture Development Partnerships**

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

For more than 20 years, ADP has led diverse work, fostering partnerships, collective impact and social equity to progress the UN Sustainable Development Goals and improving lives around the world.

## Environment and communities

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Our Inclusive Business team collaborates with private sector clients to drive sustainable impact at scale, supporting their environmental, social and governance goals.

For example, we supported a youth not-for-profit organization to understand how they could improve their annual subscription model to create a valuable and efficient experience for parents, carers and young people, as well as for volunteers, members and staff.

During the work, we identified key challenges for different groups across the organization alongside innovative solutions that addressed these and an implementation roadmap.

The organization is now working towards implementing the identified solutions by 2026, which will result in benefits in onboarding and maintaining more volunteers, as well as maintaining more flexible volunteers.



# Suppliers

Our ambition is to create more sustainable and more inclusive supply chains through a mindset of responsible buying, both inside and outside our company, while generating long-term value for our clients, suppliers and communities.

Engaging with small, medium, diverse and sustainable suppliers—which are core to the global economy—brings new innovations, different perspectives, and drives resilience to support optimized and value-efficient contribution to our delivery.

## Procurement Plus

Our overarching buying approach, Procurement Plus, informs every aspect of our supply chain, and helps us build stronger partnerships based on ethical behaviours, transparency, agility and inclusivity.

By working with our suppliers through our Supplier Impact & Sustainability (SI&S) Programme to drive positive change, we can leverage our purchasing power for social and environmental impact.

## Supplier Impact & Sustainability

Within Procurement Plus, our award-winning SI&S Programme is at the heart of how we deliver against our responsible buying priorities, and guides how we work with suppliers to promote:

- Ethical procurement and supply chain environmental, social and governance (ESG) transparency
- Environmental sustainability and supplier decarbonization
- Human rights
- Supplier development
- Accessible procurement

This programme is delivered by a dedicated team of subject matter advisors in environmental sustainability, human rights, supplier development and ESG data management.

We continue to drive innovation in supplier impact and sustainability by leveraging technology tools such as our Sustainable Procurement Hub to digitize our suppliers' environmental, social and governance performance.



Our award-winning SI&S Programme is at the heart of how we deliver against our responsible buying priorities



## Suppliers

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### **Our ethical procurement strategy**

One of the Group's top priorities is to foster ethical procurement practices that are reflective of our core values and our COBE.

Our ethical procurement commitment is an underlying component of our business practice and influences applicable training for our 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 (Assoc), which supplement our COBE, or to make a commitment that is equivalent to our Assoc.

We review our Assoc annually and communicate these standards through a range of mechanisms, including contractual terms and conditions, the Supplier's Guide to Doing Business with Accenture, as well as our purchase order process.

Our Assoc reflects our support of the Ten Principles of the UNGC—and we have continued to lead by example in upholding these principles since we committed to the UNGC in 2008.

These standards are published in 20 languages and set out the environmental commitments, labor standards, human rights principles, and other legal and ethical standards we require our suppliers to uphold when conducting business with Accenture.

Accenture Group continues to evolve its global Assoc in line with industry and market conditions and communicate these standards through a range of mechanisms, including contractual terms and conditions, the Supplier's Guide to Doing Business with Accenture, as well as our purchase order process.

Additionally, our supply chain strategy is reviewed annually at the Group level through the lens of our COBE and the UNGC Ten Principles as part of our efforts to set industry standards for maintaining an ethical supply chain.

This is particularly important as part of our continuing efforts to encourage our suppliers to pay a living wage.



We require our suppliers to adhere to our Supplier Standards of Conduct (Assoc)



## Suppliers

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### **Sustainable Procurement Hub**

The Sustainable Procurement Hub (the Hub) allows us to assess and track performance in environmental sustainability, human rights, inclusive supply chain, and ethics and compliance for suppliers we engage through the Hub.

We have also implemented operating model and change management initiatives to support the Hub within our procurement processes.

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.

The Hub is now live in more than 50 countries, including the UK, and continues to be advanced with new features and enhancements.

In fiscal 2024, we began using generative AI to drive efficiency in reviewing our suppliers' supplier standards documents.

### **Promoting supplier engagement**

We believe supporting our suppliers in their own sustainability journeys is a key element of our responsible buying culture and our responsibility towards our suppliers.

To help drive value in this space, our Procurement Plus SI&S and Supplier Relationship Management teams encourage sustainability collaboration with suppliers leveraging ESG insights from the Hub.

In the spirit of continuous supplier engagement, in June 2024, Accenture Group brought together climate thought leaders, sustainability practitioners and suppliers for a virtual Accenture Supplier Summit to discuss how to transform value chains by setting goals and creating innovative initiatives to reduce our collective environmental impact.

### **Supplier decarbonization support**

At the Group level, Accenture is piloting an end-to-end solution to help support suppliers in assessing their decarbonization maturity and, depending on the identified maturity, in emissions base lining, target-setting initiative selection and development of a roadmap to progress toward their decarbonization ambitions.

## Suppliers

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### **Human rights in our supply chain**

Our commitment to human rights is an integral part of our sustainability commitments and informs our supply chain and supplier selection.

One of our Group's top priorities is to foster ethical procurement practices that are reflective of our core values and our COBE.

We review our supply chain strategy annually through the lens of our COBE and UNGC Ten Principles as part of our efforts to set industry standards for maintaining an ethical supply chain.

The Group has dedicated resources to assess human rights risks in our supply chains and carry out due diligence processes. In addition, we are supporting local compliance programs to help increase awareness within relevant procurement teams.

Our long-standing commitment to human rights includes eliminating modern slavery, child labor and human trafficking.

Our Modern Slavery Transparency Statement provides more information about our efforts.

### **Global Supplier Development Programme**

Since 2006, the Group has brought our commitment to supplier inclusion and development to life through its global Supplier Development Programme (SDP).

We deliver SDP, a formal, typically 12- to 18-month training and mentoring programme, to develop and expand relationships with suppliers in our seven SDP countries, including the UK.

SDP offers two main pillars of support: one-on-one mentoring between Accenture mentors and suppliers, and training, including quarterly symposiums, webinars and access to Accenture's online training academy.

SDP mentees demonstrate their progress by completing business health assessments and quarterly progress reports throughout the duration of the programme.

We now partner with Henley Business School's Center of Entrepreneurship in the UK to deliver training for SMEs and recognize our UK graduates with a Henley Business School Advanced Learning Certificate.

## Suppliers

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### **Payment certainty**

We realize the economic certainty that prompt payments can provide a supplier, whether it's a Fortune 500 company or a small- or medium-sized enterprise.

The Group's Payment on Time Centre of Excellence and technology investment drive continuous improvements in this area.

The Company is a 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 2025**

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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, 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

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# 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 also in our service to our wider stakeholders as described in our section 172 Statement.

Our governance seeks to enthuse this leadership across the organization.

We have a well-defined 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 [Code of Business Ethics \(COBE\)](#).

## 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.

The Board is diverse in its gender, ethnicity and skills and comprises the members below:

Name	Role during FY25
Shaheen Sayed	<ul style="list-style-type: none"><li>• Chair and Market Unit Lead, UKIA</li><li>• A member of the Global Management Committee</li></ul>
Malcolm Fernandes	<ul style="list-style-type: none"><li>• CFO, UKIA</li></ul>
Stuart Hamilton	<ul style="list-style-type: none"><li>• Director of Operations, UKIA</li></ul>
Lisa Rose (resigned 30 August 2024)	<ul style="list-style-type: none"><li>• HR Senior Director for UK and Ireland</li></ul>
Derek Simpson	<ul style="list-style-type: none"><li>• Lead, Legal, UKIA</li></ul>
Emma Kendrew (appointed 30 October 2023)	<ul style="list-style-type: none"><li>• Lead, Technology, UKIA</li></ul>
Peter Kildén (appointed 1 September 2024)*	<ul style="list-style-type: none"><li>• Lead, Human Resources, UKIA</li></ul>

\* Peter Kilden has been appointed UKIA HR Lead and joined the Board as of the date of this Statement

## Principle Three

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### 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.

All Board members are also members of the Executive Committee. The Chair of the Board sits on the GMC, which includes representatives from all the geographic markets in wherein 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 always ensure its directors and all employees operate with the appropriate integrity, compliance and control, and within the law.

## Principle Four

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# 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 several approval forums to approve the associated business actions.

Accenture is organized 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 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.

## Principle Five

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# Remuneration

The Company pays its executives an appropriate mix of short and longterm 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 claw back policy that applies to both incentive cash bonus and equity-based incentive compensation awarded to the Group's 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

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# Stakeholder Engagement

We acknowledge during 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.

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

Refer to our Section 172 Statement and Corporate Governance statement for details.

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

Refer to our Section 172 Statement 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 growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 801,000 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 and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. Our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent 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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