

S172 Statement 2026

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 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 2025.

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Stakeholder Engagement

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

We define 360° value as delivering the business case and unique value for our clients, partnering with them to achieve greater progress on their financial and non-financial business outcomes, and creating meaningful experiences, both with Accenture and for the customers and employees of our clients.

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.

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Clients

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

Client engagement

With advanced AI increasingly embedded in everything Accenture does, we are reinventing what we sell, how we deliver, how we partner and how we operate. On September 1, the Group launched Reinvention Services, a single, integrated business unit that brings Accenture's services—strategy, consulting, technology, operations, Song and Industry X—together.

As the reinvention partner of choice, we are building the digital core and helping reinvent every part of the enterprise, everything from functions that are common across industries like HR and Finance to industry-specific functions like manufacturing and capital projects, by combining all of our capabilities to create multi-service solutions.

This model is designed to make it faster and simpler to sell and deliver everything Accenture offers, to rotate our offerings to embed more AI and data, and to equip our people with the skills they need to succeed in the future.

In fiscal year 2023, globally the Group had 40,000 AI and data professionals and about 30 people working on a few generative AI projects that delivered negligible revenue. Today, Accenture Group has roughly 77,000 skilled AI and data professionals and completed over 6,000 advanced AI projects that generated meaningful fiscal year 2025 revenue globally. The Group's core competency—training and upskilling at scale—has enabled it to equip over 550,000 of its people with generative AI fundamentals globally.

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Clients

Listening creates better experiences

We are listening 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 relationships, value generation, innovation, delivery and ease of doing business. We then use insights to co-create improvement actions with our clients to create even stronger relationships.

Helping our clients reinvent

This year, our business and financial results enabled us to deliver meaningful, 360° value to our clients, people, shareholders, partners and communities. We define 360° value as delivering the financial business case and unique value a client may be seeking, partnering to achieve greater progress on non-financial business outcomes that are priorities for our clients, and creating meaningful experiences, both with Accenture and for the customers and employees of our clients.

Today, Accenture Group works across every major market with more than 9,000 clients globally, including the world's largest companies—three-quarters of the Fortune Global 100 and 500.

We are focused on delivering results regardless of market conditions by being the most relevant to our clients—and relevance today requires leadership in AI. As the potential of AI unfolds, we partner with organisations at every stage of their AI journey—helping those just starting to become AI ready and accelerating its deployment, supporting others to unlock immediate value even if they are not fully ready across the enterprise, and enabling clients already far along on their AI journey to lead transformative change.

The Group built on the rapid shift we made in our business by the end of fiscal year 2024 to address challenging market conditions, which continue to persist.

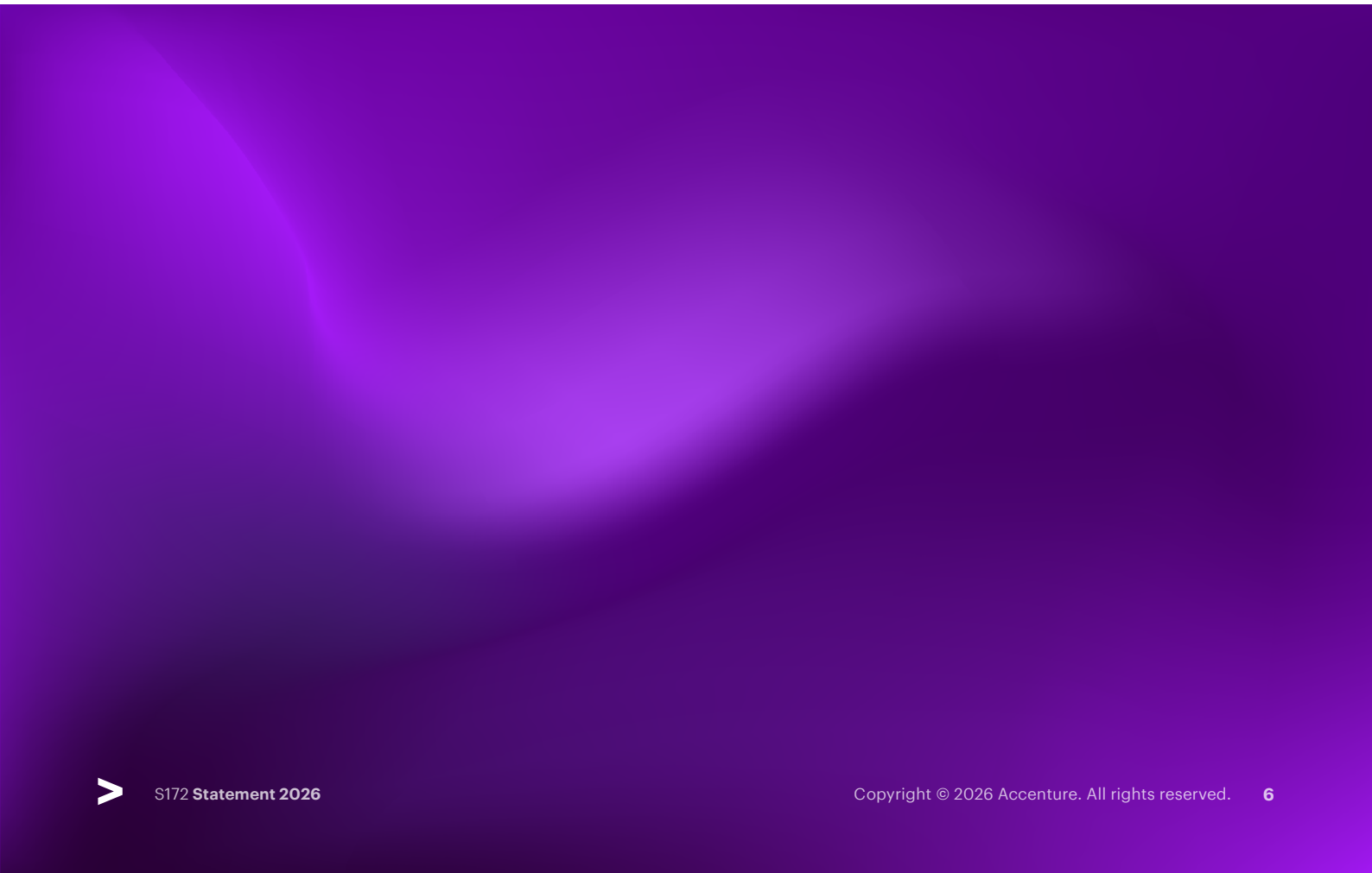
Accenture Group then took action to fully capitalise on the competitive advantages it has built over a long period of time. These advantages include its ecosystem partnerships; its breadth of capabilities; its deep and trusted client relationships—the Group has partnered with 195 of its top 200 clients for 10 or more years; our track record of investing in new skills and rotating our business with successive technology revolutions; and our ability to invest.

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Clients

In fiscal year 2025, the Group expanded its ecosystem partnerships beyond the top 10 in AI and data and created new ones with companies that are becoming critical to many of our clients and that also want to work with us to help them scale their relationships. With many of these partners, the Group's revenue is growing in double-digits. As it is very early in the age of AI, we believe there is significant opportunity ahead for our clients, our ecosystem partners and Accenture.

We know our clients and their industries inside and out, and, with these competitive advantages, we believe we can serve more of their needs for large-scale transformations than any other player in the industry. Our strategy—to be the reinvention partner of choice for our clients and the most AI-enabled, client-focused, great place to work for our Reinventors—continues to guide every decision and investment.



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Our people

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

We strive to create an environment and provide the tools, programmes and practices for the emotional and mental health and well-being of our people.

The Group's global Workplace 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—a globally recognised standard for occupational health and safety—in the UK.

We proactively monitor our processes in an effort to avoid bias and work to ensure all our people have the right skills, roles and behaviours to successfully advance in their careers at Accenture.

Our self-identification programmes in the UK provide our people with the option to voluntarily share information about themselves—such as their legal gender, gender identity, sexual orientation, ethnicity and race and neurodiversity status and socio-economic background.

Our mental health initiatives help foster a workplace environment where people feel comfortable engaging in open, honest dialogue which helps to strengthen employee engagement.

We also continue to elevate proactive support for the well-being of our people through enhanced digital tools, initiatives and internal communications and campaigns. For example, we provide Peer-to-Peer support, holistic well-being resources and the Accenture well-being hub.

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Peer-to-peer support: Through our Mental Health Ally network, approximately 3,500 of our UK people, from analysts to managing directors, are equipped to help colleagues facing mental health challenges find the support they may need. We offer training to help our people, including our leaders, understand the signs that a colleague needs help, how to have a conversation about mental health, and the steps they can take to support someone in need.

We are committed to pay equity—across gender, race and ethnicity—and we have processes and reviews in place to compensate our people without bias, based only on legitimate business factors.

We have a regular review process to validate living wages using applicable external benchmarks in the local country context and help ensure we pay 100% of our people the appropriate living wage or more, which is above the legally required minimum wage in the UK. Accenture is accredited as a Living Wage employer in the UK.

Apprenticeships

Accenture's UK apprenticeship programmes create powerful career pathways offering two distinct career routes. Our undergraduate degree apprenticeships are designed for individuals with little or no prior experience, blending academic study with real-world experience to help individuals build strong foundations in technology and consulting. Launched in fiscal 2025, our AI engineer apprenticeship is tailored for career changers with non-technical degrees who are looking to upskill in AI. This programme provides practical skills and experience to launch a career in AI, with the option to progress to a master's degree for qualifying candidates.

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Our people

Improve through listening

Listening to the voices of our people provides the input to help make sure they have the tools and resources to do their jobs and the right learning opportunities, and that they can explore meaningful career pathways and experience a positive and respectful work environment.

We rely on a variety of tools and channels to gain data-driven insights into our people's experiences at the team, city, country and global levels; to help us benchmark and evolve their perceptions around transformation, change, engagement and well-being; and experience. Our listening tools and channels include: Transformation GPS, Great Place To Work® Trust Index™, Conduct Counts, and Gallup Q12®.

For more information on our listening tools, please see our 360 Value Report.

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Environment and communities

We help our clients connect sustainability to reinvention; 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

The Group began to measure and disclose its environmental impact in 2007.

Accenture Group has set goals in alignment with the criteria and recommendations of the Science Based Targets initiative (SBTi).

Carbon reduction and removal

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

In 2023, Accenture Group achieved its goal of 100% renewable electricity in our facilities, and it maintained this in fiscal 2025.

In fiscal 2025, the Group achieved its 2025 carbon removal goal through the use of credits from our nature based carbon removal projects, which were applied to remaining emissions after reductions across our Scope 1, 2 and 3 emissions.

Renewable electricity

In fiscal 2025 we maintained 100% renewable electricity in our facilities. 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, including through power purchase agreements, we also support the generation of more renewable sources of electricity. We also continue to drive energy efficiency. In fiscal 2025 the Group expanded its use of smart meters, which provide benefits including increased speed of data collection and analytic insights to inform our energy management decisions.

Moving toward zero waste

We achieved our goal to reuse or recycle 100% of our electronic waste relating to computers, servers and uninterruptible power supply devices as well as all our office furniture, by the end of 2025 and we will continue to focus on this going forward. Since 2023, we have maintained the elimination of 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.

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Environment and communities

Planning for water risk

To reduce the impact of climate related flooding, drought and water scarcity on our business and our people, the Group has completed the development of water resiliency action plans for 100% of its facilities in high-risk areas, achieving that goal by the end of 2025.

Community impact

We invest in our communities to help them thrive, and we continue making substantial impacts in the places around the world where we work and live. We do this by collaborating with our clients, ecosystem and nonprofit partners as well as empowering our people to make a difference.

Launched in September 2024, Accenture has committed to help tackle the UK's digital inclusion gap with a new initiative – Regenerative AI. Good Things foundation research found that in 2024, 8.5 million adults in the UK still lack basic digital skills, putting them at risk of missing out on the educational, social and economic opportunities offered by AI.

Over three years, Regenerative AI aims to empower over a million people from socioeconomically disadvantaged communities across the UK (that are often the hardest to reach), with the tools and access to thrive in a digital world and build their AI skills.

Partners

Much of the work within Regenerative AI and our wider programme portfolio is co-delivered in close collaboration with our partners:

- Good Things Foundation reaches some of the most undeserved individuals in communities across the UK, providing access to data and devices, skills, and confidence to help those who may be at the very start of their digital journey. As the AI Strategic Partner for Good Things Foundation, along with their other Strategic Partners, Accenture provides support across the Foundation's key programme areas to drive digital inclusion nationwide.
- Accenture collaborates with Tech She Can, a nonprofit organisation that works to help ensure women play an equal role in creating and developing technology. By supporting with funding we help to provide ready-to-use resources online (which enable schools, teachers and 'Tech We Can' champions to inform and inspire children about technology virtually or in-person) as well as running regular live lessons, assemblies and Career Insight Days with schools hosted in organisations offices, Tech She Can provides both significant breadth and depth in their impact. By making resources available to schools all around the country, Tech She Can scale their work nationwide and access the hardest-to-reach students.

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Environment and communities

- In partnership with Accenture, Tech She Can launched the 'Girls in AI Summit' to inspire a next generation of AI leaders, with attendance from 224 year 8 girls from 7 schools across Greater Manchester and featuring 20 AI industry role models and speakers. On the day, we supported this with 70+ volunteers and 7 clients attending.

- In partnership with Accenture, social enterprise Stay Nimble supports individuals through its ThriveAI and Launchpad programmes. These initiatives combine personalised career coaching with AI-powered tools to help people build digital confidence, navigate career transitions, and improve employment prospects. We are also piloting Ask.Nim, Stay Nimble's AI Career Co-Pilot, with five organisations including FutureDotNow and the Royal Borough of Kingston upon Thames. Embedded directly within partner websites, Ask.Nim provides real-time, personalised support on tasks like CV writing and interview preparation.

- Accenture partners with Generation, a global employment charity, to support employment through education. Generation UK provides high-impact, full-time, training bootcamps for 8-12 weeks, designed to unlock learners' full potential and equipping them with the skills they need to launch a career in technology, sustainability, or healthcare.

  - Accenture delivers with Generation 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.

- Accenture is 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.

- Accenture is also 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 175,000 young people supported to date.

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Environment and communities

- Online digital learning platforms – We are continuing to use technology to broaden our reach and impact. Building on our long history of running online skilling platforms, we have launched our AI-enabled Learning to Earning portal. This centralized source for free online content aims to help people build the skills and confidence to succeed in the digital economy.

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 a wide range of work, fostering partnerships, collective impact and social equity to progress the UN Sustainable Development Goals, improving lives around the world. We bring innovation and the power of our ecosystem to help our clients reinvent for the future—and maximise their impact—in today's AI-enabled environment.

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Supply chain

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, inclusive and sustainable suppliers—which are core to the global economy — brings new innovatio ns and different perspectives, and drives resilience to support optimised and value-efficient contribution to our delivery.

Procurement Plus

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

By working with our suppliers through our Global Supplier Impact and Sustainability (SI&S) Programmes, we aim to leverage our purchasing power to drive positive change.

Supplier Impact and 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 transparency
- Environmental sustainability and supplier decarbonisation
- Human rights
- Supplier impact and development
- Accessible procurement

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

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Supply chain

Our ethical procurement strategy

One of our top priorities is to foster ethical procurement practices that are 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 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 (SSoC), which supplement our COBE, or to make a commitment that is equivalent to our SSoC. We review our SSOC annually, 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.

We continue to reiterate our commitment to our standards through communication to 100% of the suppliers that are included in our supplier management programme*. We also expect our suppliers to apply these standards to their own suppliers.

Our SSoC reflects our support of the Ten Principles of the UNGC—and we have continued working 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, labour standards, human rights principles, accessibility expectation, and other legal and ethical standards we require our suppliers to uphold when conducting business with Accenture.

Additionally, we review our supply chain strategy 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.

*Our supplier management program includes third-party suppliers with whom Accenture has a direct and enduring contractual relationship.

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Supply chain

The Sustainable Procurement Hub

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

The Hub is available in more than 50 countries, including the UK, and continues to be advanced with new features and enhancements. We are now using generative AI to drive efficiency in reviewing our supplier standards of conduct and policy documents.

Additionally, we also gather and review public information, as necessary. In fiscal 2025, the Group conducted an additional 4,000 sustainability assessments, which help us actively engage with our new and existing suppliers to gain better visibility of sustainability performance in our supply chain and outline paths forward for increased positive environmental and social impact.

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 insights from the Hub.

Supplier decarbonisation support

We continued to help support suppliers in assessing their decarbonisation maturity and, depending on the identified maturity, in emissions base lining, target setting initiative selection and development of a roadmap to progress toward their decarbonisation goals.

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Supply chain

Human rights

Our commitment to human rights is an integral part of our sustainability commitments and informs our supply chain and supplier selection. Our human rights obligations, including conflict minerals due diligence, are an integral part of our responsible buying strategy. We have dedicated resources to assess human rights risks in our supply chains and carry out due diligence processes. In addition, we are supporting local compliance programmes to help increase awareness within relevant procurement teams.

Our long-standing commitment to human rights includes our efforts toward eliminating modern slavery, child labour and human trafficking from our business and supply chains. Given the nature of our business and supply chains, and the risk assessments we have undertaken to date, we believe the risk of modern slavery, child labour and human trafficking in our business and supply chains is low.

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

Global Supplier Development Programme

Since 2006, the Group has brought its commitment to supplier impact 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.

The Group continues to partner with accredited learning institutes to deliver the training component of several SDP cohorts. In the UK, we continue to partner with Henley Business School's Centre of Entrepreneurship and recognise our graduates with a Henley Business School Advanced Learning Certificate.

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Supply chain

Payment certainty

We realise the economic certainty prompt payments provide a supplier, whether a Fortune 500 company or a small- or medium-sized enterprise. The Group's Payment on Time Center of Excellence and technology investment drive continued improvements in this area.

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Corporate Governance Statement 2026

Accenture (UK) Limited

Corporate Governance

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.

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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 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 Code of Business Ethics (COBE).

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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:

Name	Role during FY25
Matthew Prebble (appointed 1 December 2025)*	• Chair and Market Unit Lead, UKI • A member of the Global Management Committee
Shaheen Sayed (resigned 1 December 2025)*	
Raena Connelly (appointed 1 September 2025)**	• Lead - Human Resources, UKI
Mark Ellis (appointed 25 March 2025)***	• Director of Operations, UKI
Malcolm Fernandes	• CFO, UKI
Stuart Hamilton (resigned 5 March 2025)***	
Emma Kendrew	• Lead - Technology, UKI
Peter Kildén (resigned 1 September 2025)**	
Derek Simpson	• Lead - Legal, UKI

*As of the date of this Statement, Matthew Prebble has taken over as Chair and Market Unit Lead, UKI and he is also a member of the Global Management Committee

**As of the date of this Statement, Raena Connelly has been appointed UKI HR Lead and joined the Board

***Mark Ellis was appointed Director of Operations, UKIA and joined the Board during the financial year

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Principle Three

Director responsibilities

The Board has responsibilities for the overall governance and oversight of the Company's strategy and operations. The Board meets regularly to approve acquisitions, delegations of authority, financial statements and the declaration of dividends. The Board includes senior leadership with the requisite skills and experience to deliver on these accountabilities.

The 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, 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.

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Principle Four

Opportunity and risk

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

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

While there are defined processes to identify opportunity and manage risks, there is the expectation that all our leaders should be doing so to ensure rapid sense and response for our clients and more broadly for our other stakeholders. There are then a number of approval forums to approve the associated business actions.

As of the date of this Statement, Accenture Group launched Reinvention Services, a single, integrated business unit that brings Accenture's services—strategy, consulting, technology, operations, Song and Industry X—together.

The Accenture Group serves clients and manages its business through three geographic markets: Americas, EMEA (Europe, Middle East and Africa) and Asia Pacific. These markets bring together all of its Reinvention Services with both local and global talent and solutions. We go to market by industry, leveraging our deep expertise across our five industry groups— Communications, Media and Technology, Financial Services, Health and Public Service, Products and Resources. The Accenture Group's Global Management Committee 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.

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Principle Five

Remuneration

The Company pays its executives an appropriate mix of short and long-term incentives based on challenging performance objectives in alignment with our 360°value commitments. Executive compensation is aligned with shareholder returns of Accenture plc through performance-based vesting of equity incentive awards. Accenture Group has a clawback 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.

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Principle Six

Stakeholder engagement

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

Board members and our wider leadership aim to develop and embed increasingly visible and deliberate consideration of our stakeholders including social and environmental impacts into all our client proposals and projects and the core processes underpinning them. Our actions will continue to be governed by our core values, COBE and compliance with legal requirements.

More details can be found in our Section 172 statement.

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.

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accenture

About Accenture

Accenture is a leading solutions and services company that helps the world's leading enterprises reinvent by building their digital core and unleashing the power of AI to create value at speed across the enterprise, bringing together the talent of our approximately 786,000 people, our proprietary assets and platforms, and deep ecosystem relationships. Our strategy is to be the reinvention partner of choice for our clients and to be the most client-focused, AI-enabled, great place to work in the world. Through our Reinvention Services we bring together our capabilities across strategy, consulting, technology, operations, Song and Industry X with our deep industry expertise to create and deliver solutions and services for our clients. Our purpose is to deliver on the promise of technology and human ingenuity, and we measure our success by the 360° value we create for all our stakeholders. Visit us at **www.accenture.com**

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