

The QCA Corporate Governance Code 2023 ('QCA Code')

The new QCA Code which was introduced in November 2023 and which became effective for the Company to report against in this financial year. The QCA Code is split into three sections and ten principles and how the Company has complied with it is set out in the table below:

Principles of the QCA Code	How the Company has complied
Deliver Growth	
1. Establish a purpose, strategy and business model which promotes long-term value for shareholders.	The Board has collective responsibility for setting the strategic aims and objectives of the Group. Our strategy is articulated on pages 34 to 37 and on our website.
2. Promote a corporate culture that is based on ethical values and behaviours.	The Company operates an open and inclusive culture and this is reflected in the way that the Board conducts itself.
3. Seek to understand and meet shareholder needs and expectations.	In the course of implementing our strategic aims, the Board takes into account expectations of the Company's shareholders by meeting with them on a regular basis.
4. Take into account wider stakeholder and social and environmental responsibilities, and their implications for long-term success.	How we engage with our key stakeholder groups is stated on pages 64 to 68. The Company's website has an ESG page which gives further details. This can be found at www.accsysplc.com .
5. Embed effective risk management, internal controls and assurance activities, considering both opportunities and threats, throughout the organisation.	The Board has responsibility for the Group's internal control and risk management systems. Further detail on risk management is included on pages 40 to 44.
Maintain a dynamic management framework	
6. Establish and maintain the Board as a well-functioning, balanced team led by the Chair.	The Chair considers the operation of the Board as a whole and the performance of the Directors individually. All appointments to the Board are on merit, but with due consideration to the need for diversity on the Board. Such appointments are made to complement the existing balance of skills and experience on the Board.
7. Maintain appropriate governance structures and ensure that individually and collectively the Directors have the necessary up-to-date experience, skills and capabilities.	The Directors have the necessary up-to-date experience, skills and capabilities required for the Board and to oversee the management of the Company. Directors keep their skillset up to date with a combination of attendance at industry events, governance updates by the NOMAD individual reading and study, and experience gained from other Board roles. Directors are able to take independent professional advice in the furtherance of their duties, if necessary, at the Company's expense.
8. Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement.	An internal evaluation of the Board is normally undertaken each year and the feedback shared with the Board. In March 2025, an external Board evaluation was initiated in accordance with the new QCA Code.
9. Establish a remuneration policy which is supportive of long-term value creation and the Company's purpose, strategy and culture.	Whilst the requirement to establish a remuneration policy is new to the QCA Code, under Sections 385, 420, and 439A of the Companies Act 2006 it has been a requirement for companies that have a listing in any EEA country to produce a full Directors' Remuneration Report and to have a Remuneration Policy for which approval must be sought from shareholders. Accordingly, given the Company's cross listing on Euronext Amsterdam since 2007, the Company has legally been required to have a Remuneration Policy in place for a number of years. The policy is put to shareholders for approval every three years and was last approved at the 2024 AGM. It received over 99% of the votes in favour.
Build trust	
10. Communicate how the Company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders.	The Board will continue to monitor its application of the QCA Code and revise its governance framework as appropriate as the Group evolves. The Board recognises the importance of maintaining regular dialogue with institutional (both existing and potential) and retail shareholders to ensure that the Group's strategy is communicated and to understand the expectations of our shareholders.