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PE INTELLIGENCE REPORT

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Accenture says fixed price work is over 65% of its bookings. Ask what your portfolio company's contract says if the work takes fewer hours.

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On 1 October 2026 Angie Park, Accenture's Chief Financial Officer, told investors that fixed price work "is now over 65% of bookings and continues to grow".

What a portfolio company pays its integrator for a change is a line in your investment case. If that price is fixed, the contract decides whether the company pays less when the work takes fewer hours. This page gives you one question for each management team and one line to write for each portfolio company.

Accenture says most of what it books is fixed price, and that its delivery is getting more efficient

Accenture held its results call for the fourth quarter of its fiscal 2026 on 1 October 2026. Julie Sweet, its Chair and Chief Executive, said: "AI is making both our own delivery and the technologies we implement more efficient." Park gave the share of bookings at a fixed price.

The table sets the two statements side by side.

Firm and date	Who said it	What was said	What it is, and is not
Accenture, 1 October 2026	Angie Park, Chief Financial Officer, on the results call	"Fixed price work, which includes outcome based, is now over 65% of bookings and continues to grow."	A share of bookings. It is no statement about any one client's contract
Accenture, 1 October 2026	Julie Sweet, Chair and Chief Executive, on the same call	"AI is making both our own delivery and the technologies we implement more efficient."	Accenture's account of its own delivery. It is no measure of it

Accenture does not report that anything went wrong.

Sweet's words for that efficiency are "the additional productivity we achieve in delivering our services, which creates greater value for our clients".

We think that under a fixed price a saving from faster delivery stays with whoever set the price, unless the contract says otherwise.

Against that view, Sweet also said: "So we are definitely giving more productivity due to AI." And of prices: "in Q4, we saw lower pricing in many areas of our business." Both are Accenture's account of its own business. Neither is an account of any contract already signed.

Accenture gave no figure for its delivery productivity on its 1 October 2026 call, and we expect it to give none for how much of that productivity reaches a client's price at Accenture Investor Day on Wednesday 14 October 2026. We are wrong if it states a figure or a policy.

Price the hours on one portfolio company's contract

Take one portfolio company's contract and work the sum once. With illustrative figures: on a £10m fixed price, of which £6m is labour as the integrator priced it in its bid, a tenth fewer hours is £600,000, which is 6% of the price. The tenth is our example and is no firm's figure.

Then put the company's own figures in their place. Management can take the labour from the days and day rates in the bid or the statement of work, where they are given.

Ask management whether the price is fixed, and what the contract says if the work takes fewer hours

Your portfolio company's integrator may not be Accenture. The question is the same, and management can answer it from a document it already holds:

Is our integrator's price fixed, and what does the contract say if the work takes fewer hours?

A good answer is a clause number and what the clause says.

A fixed price caps what the company pays if the work overruns. Asking about fewer hours gives none of that up. If the contract is silent, management can raise it at the next change request.

Write one line for each portfolio company

For each portfolio company with a change under way, write the contract form, the price, and the clause on fewer hours or the fact that there is none. For example:

Company _____. Integrator _____. Fixed price or time and materials: _____. Price: £_____. Clause on fewer hours: number _____, or none.

Done when: every portfolio company with a change under way has its line.

BusinessGPS publishes the PE Intelligence Report every week. Get the weekly email at capability.ai/newsletter.

Sources

1. Accenture, transcript of its fourth-quarter fiscal 2026 results call, 1 October 2026: <https://investor.accenture.com/~media/Files/A/accenture-v4/investors/earnings-reports/2026/accenture-4q-fy26-conference-call-transcript.pdf>. Angie Park's sentence is on page 9; Accenture prints "outcome based" without a hyphen. Julie Sweet's "So we are definitely giving more productivity due to AI" is on page 19. Accenture's release of the same day: <https://newsroom.accenture.com/news/2026/accenture-reports-fourth-quarter-and-full-year-fiscal-2026-results>