Due Diligence Questionnaire (DDQ) Template

100-question UK checklist, organised by business area

1. Corporate structure and ownership — Questions 1–10

No.	Question	Response
1	What is the target's exact legal name, registered number, and registered office address?	
2	In which jurisdiction was the company incorporated, and has it changed jurisdiction or legal form?	
3	Who are the current shareholders, and what percentage does each hold?	
4	Who are the ultimate beneficial owners, and has beneficial ownership changed in the past three years?	
5	Does the group include subsidiaries, joint ventures, or dormant companies not shown on the main structure chart?	
6	Can you provide an up-to-date group structure chart showing all entities and ownership percentages?	
7	Are the articles of association, shareholders' agreement, and any side letters current and consistent with each other?	
8	Who sits on the board, and have there been recent changes in directors or company secretary?	
9	Has the company undergone any restructuring, demerger, or change of control in the last five years?	
10	Are there any disputes or unresolved matters relating to share ownership or entitlement?	

2. Financial performance and position — Questions 11–20

No.	Question	Response
11	Can you provide audited financial statements for the last three financial years?	
12	What do the most recent management accounts show, and how do they reconcile with the audited figures?	
13	How has revenue moved over the last three years, broken down by product, service, or customer segment?	
14	What adjustments have been made to reported EBITDA, and what is the justification for each?	
15	What is the current level of net debt, and what are the material terms of any financing facilities?	
16	How is working capital managed across the trading cycle, and has it been volatile?	
17	Can you provide a cash flow statement and commentary on any significant swings?	
18	What financial forecasts or budgets exist for the current and next financial year?	

No.	Question	Response
19	What capital expenditure has been committed, and what is planned but not yet contracted?	
20	Are there off-balance-sheet liabilities, guarantees, or contingent obligations not reflected in the accounts?	

3. Tax — Questions 21–30

No.	Question	Response
21	In which jurisdictions does the company file tax returns, and are all filings up to date?	
22	Are there any open, ongoing, or recently concluded tax investigations or enquiries?	
23	Is the company registered for VAT, and are there disputes or irregularities in its VAT treatment?	
24	Is PAYE and National Insurance correctly operated for all employees and contractors?	
25	Does the group have transfer pricing arrangements between related entities, and are they documented?	
26	Are there unused tax losses or reliefs, and what conditions apply to their use?	
27	Has the company claimed tax incentives, reliefs, or grants, and are the conditions still being met?	
28	What deferred tax assets or liabilities are recognised, and what assumptions support them?	
29	Are there uncertain tax positions where the company has made a judgement call rather than following clear guidance?	
30	Has the company received correspondence from HMRC or other tax authorities in the last three years?	

4. Legal and regulatory compliance — Questions 31–40

No.	Question	Response
31	What licences, permits, or regulatory approvals does the business hold, and are they all current?	
32	Are there ongoing or recent investigations by a regulator, government body, or law enforcement agency?	
33	What anti-bribery and corruption controls are in place, and when were they last reviewed?	
34	Has the company screened its customers, suppliers, and counterparties against sanctions lists?	
35	Are there competition law concerns, including past infringement findings or ongoing scrutiny?	
36	Can you provide copies of the key compliance policies currently in force?	
37	Have there been compliance breaches in the last three years, and how were they remediated?	

No.	Question	Response
38	What ongoing reporting obligations does the company have to regulators or government bodies?	
39	Has the company received formal or informal correspondence from a regulator in the last three years?	
40	Is the company in scope of the UK's failure-to-prevent-fraud offence (in force since 1 September 2025), and if so, what prevention procedures are in place?	

5. Commercial matters and material contracts — Questions 41–50

No.	Question	Response
41	Who are the major customers, and what proportion of revenue does each represent?	
42	Is there significant customer concentration, and what would happen if a major customer left?	
43	Who are the key suppliers, and are there dependencies on any single supplier?	
44	Do material contracts contain change-of-control clauses that could be triggered by this transaction?	
45	What termination rights exist in material contracts, and on what notice period?	
46	Are there exclusivity arrangements that restrict who the company can trade with?	
47	How is pricing set, and are there long-term pricing commitments that limit flexibility?	
48	What service levels or performance guarantees apply, and has the company met them?	
49	Are there joint ventures, partnerships, or strategic alliances that affect how the business operates?	
50	Are there disputes, claims, or terminated contracts that could affect ongoing trading relationships?	

6. Employment and pensions — Questions 51–60

No.	Question	Response
51	What is the current workforce structure, by headcount, location, and function?	
52	Who are the key employees whose departure would materially affect the business?	
53	Are standard employment contracts used, and do they include appropriate restrictive covenants?	
54	What incentive schemes, bonuses, or equity arrangements are in place for employees?	
55	How many contractors or consultants are engaged, and are they correctly classified?	
56	Are there ongoing or threatened employment disputes, tribunal claims, or grievances?	
57	Has the company undertaken redundancy exercises in the last two years, and were they properly conducted?	
58	What pension arrangements are in place, and are there funding deficits or historic liabilities?	

No.	Question	Response
59	Is any part of the workforce unionised, and are there collective agreements in place?	
60	What retention risks exist among senior management, and are retention arrangements planned?	

7. Intellectual property and technology — Questions 61–70

No.	Question	Response
61	What registered trade marks, patents, or designs does the company own, and are renewals up to date?	
62	Is IP ownership clearly documented, particularly for IP created by employees or contractors?	
63	Do employment and contractor agreements include valid IP assignment clauses?	
64	What software licences does the business rely on, and are they properly maintained?	
65	Does the company use open-source software, and has licence compliance been reviewed?	
66	Are there development agreements with third parties affecting ownership of jointly created IP?	
67	Can you describe the core IT architecture and the systems the business depends on daily?	
68	Are any critical systems legacy platforms nearing end of support or replacement?	
69	What technology dependencies exist on third-party vendors or platforms?	
70	Are there ongoing or threatened IP disputes, infringement claims, or licensing disagreements?	

8. Cybersecurity and data protection — Questions 71–80

No.	Question	Response
71	Is the company compliant with UK GDPR and the Data Protection Act 2018 across all processing activities?	
72	Does the company maintain a current data map showing what personal data is held and why?	
73	What information security policies are in place, and when were they last reviewed?	
74	What access controls govern who can view or change sensitive systems and data?	
75	Has the company experienced cyber incidents or data breaches in the last three years?	
76	When was the last penetration test or vulnerability assessment carried out, and what were the findings?	
77	What backup and disaster recovery arrangements protect critical data and systems?	
78	Does the company have a documented incident response plan, and has it been tested?	
79	What due diligence is carried out on data processors and other third parties handling personal data?	

No.	Question	Response
80	Does the company transfer personal data internationally, and what safeguards apply to those transfers?	

9. Operations, supply chain, and property — Questions 81–90

No.	Question	Response
81	What are the company's operating locations, and which are owned versus leased?	
82	What processes are critical to service delivery, and what would happen if they failed?	
83	Are there single points of failure in the supply chain, and what mitigation is in place?	
84	What business continuity plans exist, and have they been tested in the last two years?	
85	What disaster recovery arrangements apply to physical premises and operations?	
86	How is inventory managed, and what is the current stock level relative to demand?	
87	What quality control processes are in place, and have there been recent quality failures?	
88	What property does the company own, and are there charges, restrictions, or disputes affecting title?	
89	What are the key terms of material leases, including break clauses and rent review dates?	
90	What capital investment is required over the next two years to maintain current operations?	

10. ESG, litigation, insurance, and enterprise risk — Questions 91–100

No.	Question	Response
91	What environmental liabilities or historic contamination issues affect the company's sites?	
92	How does the company measure and report emissions, and what targets has it set?	
93	Does the company meet the £36 million turnover threshold requiring a modern slavery statement, and is its most recent statement aligned with the March 2025 government guidance?	
94	Are there outstanding workplace health and safety matters or enforcement notices?	
95	What governance arrangements oversee ESG risk at board level?	
96	Is the company currently a party to litigation, arbitration, or a formal dispute?	
97	Are there threatened claims that have not yet resulted in formal proceedings?	
98	What insurance policies are in place, and are cover levels adequate for the risks faced?	
99	What insurance claims has the company made in the last three years, and were they settled in full?	
100	Are there material risks not otherwise disclosed that could affect the value or operation of the	

No.	Question	Response
	business?	