



High performance. Delivered.

**Making a Measurable Difference**  
2014 Corporate Citizenship Report

  
**accenture**

Strategy | Consulting | Digital | Technology | Operations

# TABLE OF CONTENTS

Overview

Corporate Governance

Skills to Succeed

Environment

Our People

Supply Chain

About

On the cover:

Seeking financial independence, Bangladeshi entrepreneur Anowara Shuley challenged traditional gender roles by launching a fashion and handcrafted-products business. After participating in a training program and receiving mentoring support and a start-up loan from Youth Business International (YBI) network member B'YEAH, Anowara has grown her business into a successful enterprise—now employing six full-time and 160 part-time workers from her community. Through Accenture's **Skills to Succeed** initiative, YBI and its members have equipped nearly 38,000 young entrepreneurs with skills, access to finance and mentoring needed to build and sustain their businesses.

## LETTER FROM OUR LEADERS

### Pierre Nanterme and Adrian Lajtha

Our world is moving at an unprecedented pace. Powerful forces—geopolitical shifts, market volatility, increased competition—are driving change as never before. At the same time, disruptive technologies are making everything more connected, more interactive and more automated.

In this environment, we know it is critical to team with our clients, suppliers and partners to tackle new challenges and seize new opportunities. Whether that's bringing fresh ideas to advance client sustainability, developing innovative learning approaches to help our people grow or providing entrepreneurial skills to women in Bangladesh, we collaborate with others to improve the way the world works and lives.

Our more than 323,000\* men and women around the world bring the same passion and rigor to our corporate citizenship initiatives as they do to client service, by convening innovative partnerships, leveraging technology and delivering measurable solutions.

Our people are the pulse of Accenture, representing a tremendous variety of cultures, ethnicities, beliefs and languages. This rich diversity makes our company stronger, smarter and more innovative, which helps us better serve the needs of our clients and our communities.

### Our Journey to 2020

Moving forward, we will continue increasing our measurable impact in the communities in which we live and work. In this report, we reflect on fiscal 2014 across the five pillars of our corporate citizenship reporting strategy—Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

For example, our **Skills to Succeed** initiative has equipped more than 800,000 people since fiscal 2011 with the skills to get a job or build a business. Together with our strategic partners, we will expand this figure

to **more than 3 million people** by the end of fiscal 2020, and we will increase our focus on the successful transition from skill-building programs to sustainable jobs and businesses.

Additionally, in fiscal 2014, we reduced our per employee carbon emissions by more than 43 percent against our fiscal 2007 baseline. By the end of fiscal 2020, we will further reduce our carbon emissions to **more than 50 percent** against our baseline, and we will begin to measure and report the impact of our sustainability initiatives with clients and suppliers.

It takes cross-sector collaboration to tackle the complex sustainability issues and changes ahead. We are more confident than ever of our ability to team with a wide range of partners across business, government and civil society to make an even more profound and measurable difference in the years to come. This is Accenture at its best.

We look forward to partnering with you on our continued journey.



Pierre Nanterme  
Chairman & CEO



Adrian Lajtha  
Chief Leadership Officer

## ACCENTURE AT A GLANCE

Accenture is a global management consulting, technology services and outsourcing company, with more than 323,000\* people; offices and operations in more than 200 cities in 56 countries; serving clients in more than 120 countries. Our clients span the full range of industries around the world and include 89 of the FORTUNE Global 100 and more than three-quarters of the FORTUNE Global 500.

We help organizations maximize their performance and achieve their vision. We develop and implement technology solutions to improve our clients' productivity and efficiency—and may run parts of their business—enabling them to become high-performance businesses and governments. And, we have a unique way of doing things—the Accenture Way. It's how we innovate, collaborate, operate and deliver value for our clients, shareholders and communities around the world.

At Accenture, corporate citizenship is central to our vision to improve the way the world works and lives, and it reflects our [core values](#). From our **Skills to Succeed** initiative to our efforts to drive sustainable economic growth with our people, clients and suppliers, we take thoughtful actions to bring positive change, for today and for the future. This includes playing a vital role in convening people and organizations to create long-term value for our communities, strengthen our business and enhance our contribution to society.

# 323,000

We have approximately 323,000\* people serving clients in more than 120 countries

# \$30.0B

Net revenues for fiscal 2014

# 200+

Offices and operations in more than 200 cities in 56 countries

## PERFORMANCE HIGHLIGHTS



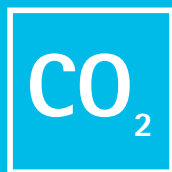
**800K+**

Number of people equipped with **Skills to Succeed** between fiscal 2011 and 2014



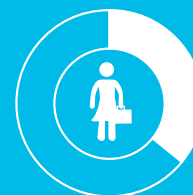
**43%**

Percentage reduction in per employee carbon emissions we achieved in fiscal 2014 against our fiscal 2007 baseline



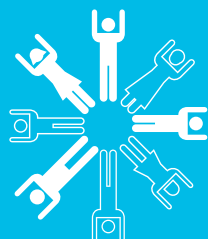
**2M**

Metric tons of CO<sub>2</sub> avoided between fiscal 2007 and 2014



**36%**

Percentage of women in our global workforce in fiscal 2014



**98**

Number of small, medium and diverse suppliers developed through our Diverse Supplier Development Program between fiscal 2008 and 2014



**8**

Number of consecutive years recognized among Ethisphere's World's Most Ethical Companies



**13**

Number of consecutive years recognized among FORTUNE's Most Admired Companies



**7**

Number of consecutive years recognized among FORTUNE's 100 Best Companies to Work For



**No. 1**

Top industry rank for four consecutive years on CR Magazine's Best Corporate Citizens list

"At Accenture, we hold ourselves to the highest ethical standards and we are expected to treat each other with mutual respect and fairness. These principles are part of our core values, our Code of Business Ethics and how we live the Accenture Way."

**Pierre Nanterme**  
Chairman & CEO

# Corporate Governance

The way we innovate, collaborate, operate and deliver value—for our clients and our shareholders—is grounded in our core values and shared business ethics. Our **core values**—Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship—shape the culture and define the character of our company. They serve as a foundation for how we act and make decisions.

Our people deliver high performance through an ethical culture and strong corporate governance.

# Goals and Progress

## ETHICAL STANDARDS:

In fiscal 2014, we will update our Code of Business Ethics to reflect business and regulatory developments and to provide additional guidance and detail about areas such as the use of social media and political contributions.



## ACHIEVED:

Accenture's Board of Directors adopted amendments to our Code of Business Ethics to reflect business and regulatory developments as well as provide additional guidance and greater detail about various matters, including the use of social media, compliance with laws and political contributions.

## NEW: AWARENESS BUILDING

Following the fiscal 2014 launch of Conduct Counts, we will strive for employee awareness levels of our five global behavioral standards to be at least 90 percent each year.

## NEW: ETHICS TRAINING

Annually, we will strive to maintain employee completion rates in the high 90<sup>th</sup> percentile for our Ethics & Compliance training.



## Corporate Governance Strategy

Strong corporate governance and ethics are key parts of Accenture's business strategy. They help make us a high-performance business, and are critical to the long-term creation of stakeholder value at Accenture. They are critical to our growth, providing the freedom to operate and sell, competitive differentiation and protection. Central to corporate governance at Accenture is our Ethics & Compliance program, which includes five main elements: leadership; risk assessment; standards and controls; training and communication; and monitoring, auditing and response. Additionally, as an IT services provider to many of the world's most-respected companies, effective data privacy and data security programs are essential to maintain the trust of our clients and their people.

## Leading Ethically

We expect every leader at Accenture—including our [Board of Directors](#); [Chairman & CEO](#); [General Counsel, Secretary & Chief Compliance Officer](#); and [Global Management Committee \(GMC\)](#) members—to advocate for ethics and compliance and be a role model of the highest ethical standards.

Additionally, we assign lawyers to provide geographic support to all [countries](#) where we have a local market presence, including in-country lawyers in numerous markets. In addition to their geographic legal responsibilities, these lawyers implement our global and local compliance programs.

Our global [Ethics & Compliance program](#), which includes our Anticorruption program, requires leaders across our business to collaborate to address the topics that are of highest risk and most relevant to our business.

## Accenture leadership responsibilities

Members of senior management sponsor and are accountable for implementing corporate policies applicable to their respective areas. Our GMC plays an important role in our Ethics & Compliance program. It generally meets in person four times a year and a compliance topic is included in at least two of these four meetings. The members of the committee frequently co-sponsor various Ethics & Compliance communications and programs in partnership with our Chief Compliance Officer. The GMC also helps communicate about new training across all aspects of Accenture's business, helping us navigate the ever-changing legal landscapes of the hundreds of countries in which we and our clients operate.

Our Board of Directors has delegated to the [Audit Committee](#) the responsibility for overseeing our legal and regulatory compliance, risk assessment and risk management, as well as oversight of our 24/7 Business Ethics Line, one of the channels by which our people are encouraged to report ethics or compliance concerns. Our Ethics & Compliance Program Charter grants our Chief Compliance Officer resources, authority and direct access to the Board (and Audit Committee) to report compliance matters outside the normal reporting schedule. This gives our Ethics & Compliance program a degree of independence from other parts of the business to mitigate any conflicts of interest.

Our Chairman & CEO plays a key role in establishing tone from the top. He visibly and frequently communicates on a number of issues related to ethics and compliance, including: we have zero tolerance for violations of law and for retaliation against employees reporting issues; and a strong Ethics & Compliance program is an essential part of being a high-performance company and in reaching our goals as a company.



## Governance guidelines

Our [Corporate Governance Guidelines](#) describe the functions, composition, performance and operation of our [Board of Directors](#), as well as its committees, leadership and performance. Our guidelines also address the means for communicating concerns to the Board. They specify that our Board—which is responsible for providing governance and oversight regarding our company’s strategy, operations and management—should have a majority of independent directors, that those directors must not have any other direct or indirect material relationship with Accenture and that each director’s continued independence is verified in an annual review. The company’s strategy, operations and management includes our five corporate citizenship pillars—Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

## Corporate citizenship governance

Accountability to advance corporate citizenship at Accenture starts at the top, with our Chairman & CEO, and cascades through our business, including through performance objectives relating to corporate citizenship.

Read about our [Corporate Citizenship governance](#).

## Assessing Risk Globally

We conduct annual compliance program reviews and periodic compliance risk assessments in all countries where we operate for each of our global compliance programs—Anticorruption, Anti-Money Laundering, Competition Law, Data Privacy, and Trade Compliance—to assess the effectiveness of these programs and identify emerging areas of risk.

This is part of what makes Accenture distinct. The breadth of our geographic footprint, in industrialized and growth markets, and scope of our services, in regulated and unregulated industries, requires our global compliance programs to address a multitude of existing and new rules and issues. Our challenges are to identify new issues and quickly address them, and to effectively educate our people on these issues and the behaviors we expect.

## Maintaining Standards

### Code of Business Ethics

One of our most important written standards is our [Code of Business Ethics \(COBE\)](#). It establishes an ethical framework of expected behaviors in everything we do, from serving our clients and running our business, to further enhancing our brand, reputation and transparency. Our COBE reiterates that we have zero tolerance for corruption in any form. We encourage our people to speak up if they have a good faith concern about disrespectful or inappropriate conduct,

## POLITICAL CONTRIBUTIONS AND LOBBYING POLICY

We actively support corporate citizenship initiatives in communities around the world. We also encourage our people to be active in civic and community activities, including participation in the political and democratic process. All political, lobbying and civic activity by Accenture and our employees must comply with applicable law and our [Code of Business Ethics](#). Information related to lobbying, payments to trade associations and our political action committee, including our disclosure of all US trade associations to which we paid annual dues of US\$25,000 or more, can be found on [accenture.com](#).

or unethical or illegal behavior of any kind. We also stress that at Accenture, we have zero tolerance for retaliation against anyone who speaks up in good faith, and we clearly explain what "retaliation" means.

We update our COBE regularly to account for internal and external factors, changes in the regulatory environment, and business priorities and strategies. For example, in fiscal 2014, we added a new action statement to reflect behaviors we expect of our people in relation to our Social Media policy released in fiscal 2013.

## Shaping an Ethical Culture

Ethics and compliance goes beyond having policies, training and processes, and sets a standard beyond simple compliance with laws. It is about having a robust ethical culture and a healthy work environment where our people are empowered and confident to speak up and can operate at their full potential to help grow our business.

To reinforce our Ethics & Compliance program, in fiscal 2014, our Chairman & CEO launched Conduct Counts, a culture-shaping effort to help all our people consistently live out our five global behavioral standards:

1. We speak up about concerns knowing Accenture never tolerates retaliation.
2. We treat each other with respect.
3. We are proud to be ambassadors of Accenture, and we act accordingly.
4. We apply our principle of [meritocracy](#) when we make decisions about our people.
5. We ensure our personal interests and relationships don't create conflicts for Accenture.

Conduct Counts requires attention and commitment from all of our people, and we expect more from those who lead our people. Our most senior leaders—including our Chairman & CEO—helped shape the program; our Country Managing Directors now reinforce the program with support from Legal, Human Resources and Marketing & Communications. All Accenture Leaders are obligated to model the highest standard of respectful behavior and take action when they see misconduct.

Through training, employee forums, "grassroots" conversations through internal social media, and other forms of communication, we are both listening to and talking with our people about how their respectful, ethical behaviors help protect and grow our people and our company. Our belief is that encouraging positive dialogue builds ownership, confidence and trust. We continue to monitor the pulse of our people through our Conduct Counts survey, which asks our people to anonymously provide their candid viewpoint on topics related to ethical behavior at Accenture, with the goal of focusing our improvement efforts on our business and employment practices.

As a result of the program, we have seen an increase in the number of concerns raised by our people. We welcome this uptick as it shows our people are confident and empowered—seeing people actively speak up more is a measure of the success of the program. We believe that when people feel comfortable to come forward, we can better identify mistakes, take action, reinforce our culture and further motivate our people. The survey enables us to measure success in each country and part of our business, which gives us an even more granular view as to where we can make improvements to benefit our people, our clients and our business.

Our efforts to promote ethical behavior have been noticed: 2015 marked our eighth consecutive year on [Ethisphere's "World's Most Ethical Companies"](#) list, recognizing our commitment to ethical leadership, compliance practices and corporate citizenship.



8

Number of consecutive years recognized among Ethisphere's World's Most Ethical Companies

In addition to Conduct Counts, we require all employees to complete at least one hour of mandatory Ethics & Compliance training on COBE and Information Security annually. In addition, we require Anticorruption, Anti-Money Laundering, Competition Law and Trade Compliance training for a large subset of employees based on level, geography and role. We also require new joiners to take mandatory training on these topics and others, including insider trading, social media, and protecting and respecting confidential information and intellectual property of Accenture and others.

Our annual mandatory training program tracks results and tests knowledge by requiring employees to pass a quiz at the end of a course. Completion rates are in the high 90<sup>th</sup> percentile, which is an indicator of success. We consider our Ethics & Compliance training to be so essential to our success that it is mandatory, and a failure to complete it each year

results in a performance rating impact (as permitted by law). In addition, for more than 10 years, we have conducted annual employee surveys that include questions about our ethical culture and whether our people believe they can raise concerns without being retaliated against. We use these results to help drive our Ethics & Compliance programs and measure their effectiveness. Responses have been consistently and overwhelmingly positive over the years and have also shown an upward trend.



90th+

Percentile of employee completion rates we will strive to maintain annually for our Ethics & Compliance training

## Raising and Responding to Employee Concerns

Monitoring and enforcement are integral to our corporate governance and [Ethics & Compliance program](#). We actively encourage our people to raise all ethical and legal concerns, and we make multiple channels available for them to do so—by name or anonymously. These channels include direct supervisors and career counselors, a [24/7 Business Ethics Line](#) and website, Legal, Human Resources and any member of Accenture Leadership. We have zero tolerance for retaliation against those who raise good faith concerns,

## WORLD ECONOMIC FORUM'S PARTNERING AGAINST CORRUPTION INITIATIVE

We are members of the [World Economic Forum's Partnering Against Corruption Initiative](#), which brings together business leaders, international organizations and governments through a universal commitment to having a zero tolerance policy toward bribery and to developing, implementing and maintaining broad-based anticorruption programs. In 2014, we recommitted to the initiative's updated principles.

which helps our people feel comfortable speaking up. We continue to look closely at the types of issues being reported to identify frequency and types of misconduct reported. With the launch of our Conduct Counts program in fiscal 2014, we expected that reporting of certain types of misconduct, such as disrespectful behavior, would increase initially as we increase employee awareness. Since launching Conduct Counts, we saw an increase in the number of reported issues (with similar percentages of matters having merit to our historical average), so we can see the impact of the program.

We take every concern that is raised seriously—all ethical and legal concerns raised are reviewed by appropriate teams at Accenture. Depending on the nature of the concern, our Corporate Investigations team, part of our Legal group, may undertake an independent, objective review and recommend appropriate remedial measures, if necessary. Resolution may include additional training and awareness, improvements in internal processes and controls and/or disciplinary measures, up to and including termination of employment in the most severe cases. While we often handle investigations in house, we will, at times, involve third parties (such as law enforcement), where appropriate. Our standard escalation protocol for significant [Code of Business Ethics](#) matters involves members of Accenture Leadership, Legal and Human Resources, as appropriate, and calls for regular reporting to Internal Audit, our external auditors and our [Audit Committee](#).

## Protecting Data Privacy and Information Security

Protecting privacy and the security of personal and business data—for our clients and for ourselves—are essential to maintain the trust of clients and our people. In part, this represents a commitment to behave appropriately when we access clients' strategic and other key corporate data. As we and our clients develop more digital capabilities, managing corporate data responsibly

becomes a business imperative, especially because we manage some of our clients' most sensitive data, including that of their customers and employees.

## The Client Data Protection program, coupled with our ISO 27001-certified delivery centers, provides a market-differentiated, end-to-end approach to security for our clients.

Our goal is to use data responsibly and in accordance with the law and client agreements, which determine our usage and sharing of data when we deliver our services. Our global Client Data Protection program dictates how we protect our clients' sensitive information and comply with regulatory requirements. The program is regularly monitored by senior management, is mandatory across our company, and requires process controls, technology controls and employee training to protect against data breaches. Our Client Data Protection program received the [ISO 27001 certification](#)—the international standard for information security management—from the British Standards Institution in April 2013. The Client Data Protection program, coupled with our ISO 27001-certified delivery centers, provides a market-differentiated, end-to-end approach to security for our clients.

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## The Path Forward

As we continue to expand our geographic footprint and, increasingly, as people from a range of cultures and backgrounds join our company, proactive corporate governance becomes even more critical. We must continue to evolve our strategy so that core initiatives address new risk areas, laws and regulations—not only for the sake of compliance, but also in keeping with our culture of integrity.

Looking ahead, we plan to enhance our Code of Business Ethics as needed, work toward raising awareness of priority policies among our people, and increase understanding with real-time communications and relevant Ethics & Compliance training.

We also are ensuring our Ethics & Compliance program aligns with our strategic vision and provides our people with relevant policies, tools and resources to enable compliance across our global company. As part of this, we will use our Conduct Counts survey to understand how to improve ethical behavior at our company; encourage productive dialogue as a means of enabling us to empower our people more and more to live according to our ethical standards; and focus our Code of Business Ethics mandatory training on our Conduct Counts five global behavioral standards.

"I had little experience in the business world, so it was daunting to be thrust into interviews, presentations and networking. The Go Digital program was vital to me in getting employment in the digital industry."

**Sam Campion**  
Movement to Work

# Skills to Succeed

Having the right skills to open doors to meaningful, lasting employment or business ownership is critical. We launched **Skills to Succeed** in 2009 to address this need and to advance employment and entrepreneurship opportunities in markets around the world. By mobilizing our people, partners, clients and others, we strive to make a measurable and sustainable difference in the economic vitality and resilience of individuals, families and communities.

In the United Kingdom, we are a founding partner of Movement to Work, which aims to provide 100,000 young people with vocational training and work experience.

# Goals and Progress

## SKILL-BUILDING:

By 2015, we will equip 700,000 people around the world with the skills to get a job or build a business.



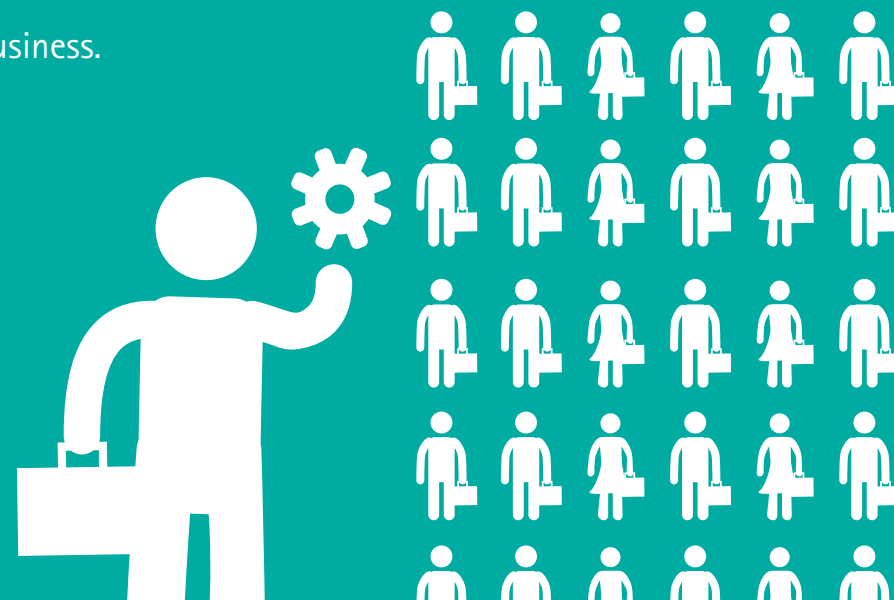
## ACHIEVED:

By the end of fiscal 2014, together with our strategic partners, we had equipped more than 800,000 people with workplace and entrepreneurial skills—more than tripling the impact we set out to achieve when we first established our **Skills to Succeed** goal in 2010.

## NEW:

By the end of fiscal 2020, together with our strategic partners, we will pursue the following targets:

- **DEMAND-LED SKILLING**  
Equip more than 3 million people with the skills to get a job or build a business.
- **EMPLOYMENT AND ENTREPRENEURSHIP OUTCOMES**  
Increase our focus on the successful transition from skill-building programs to sustainable jobs and businesses, and improve our collective ability to measure and report on these outcomes.
- **COLLABORATION FOR SYSTEMIC CHANGE**  
Bring together organizations across sectors to create large-scale, lasting solutions aimed at closing global employment gaps.



## A Global Need

In today's climate of constant change and volatility, building a resilient workforce is more important than ever. According to the International Labor Organization, more than 200 million people are currently unemployed worldwide, including more than 70 million young people. To keep unemployment from rising even higher, an additional 280 million jobs must be created in the next five years.

Having the right skills to open doors to meaningful, lasting employment or business ownership is critical. We launched **Skills to Succeed** in 2009 to address this need and to advance employment and entrepreneurship opportunities in markets around the world.

**Skills to Succeed** draws on two of Accenture's core capabilities: training talent and convening partnerships to achieve tangible, measurable results. By mobilizing our people, partners, clients and others, we strive to make a measurable and sustainable difference in the economic vitality and resilience of individuals, families and communities.

## Skilling at Scale

Since setting our first goal in 2010, our **Skills to Succeed** progress has continued to exceed our expectations. Along the way, we have sharpened our focus and rapidly accelerated the number of people we equip with workplace and entrepreneurial skills. Together with our strategic partners, we have equipped more than 800,000 people with these skills, and we are setting our sights even higher for the future.



# 800K+

Number of people equipped with **Skills to Succeed** between fiscal 2011 and 2014

Key drivers of our success to date include:

- **Focusing our corporate citizenship efforts** on one consistent global initiative that plays to our strengths of developing talent and convening partnerships, while mobilizing the time, skills and expertise of our people.
- **Ensuring successful delivery through strong relationships** with our network of partners. We team with global and local partners that share our passion for building skills and bring rigor and discipline to measuring program outcomes. Increasingly, we are bringing together our people, our clients, nonprofits and others to drive collaboration.
- **Leveraging technology** to accelerate our impact and drive innovative solutions at scale.

Another significant driver of our achievements is our investment—since fiscal 2011, Accenture and the Accenture Foundations have contributed more than US\$220 million to support our corporate citizenship efforts, including **Skills to Succeed**, through cash as well as pro bono contributions of time and Accenture employee skills.



# \$220M+

Amount Accenture and the Accenture Foundations contributed to support corporate citizenship efforts between fiscal 2011 and 2014

Building on this strong foundation, our first new goal is to expand our impact and equip more than 3 million people by the end of fiscal 2020 with the skills to get a job or build a business. In pursuing this goal, we will continue to increase our focus on demand-led skilling—forging partnerships to create new talent pipelines to fill urgent business needs and create greater opportunity for individuals around the world.





# 3M+

Number of people we plan to equip with **Skills to Succeed** by the end of fiscal 2020

As we work toward this 2020 goal, we recognize the many challenges associated with demand-led skilling. Upfront investments are typically required to design programs that build relevant skills aligned to market opportunities, and market demand can change quickly. Also, programs need to stay flexible, fluid and in tune with employer needs and industry trends. Another challenge is operating programs at scale with consistent quality. To address this, we are exploring and investing in digital learning to reinforce classroom lessons for jobseekers and entrepreneurs.

Examples of our skill-building programs include:

- We have partnered with [Fundacion Entreculturas](#) to train approximately 90,000 vulnerable technical students in eight Latin American countries through accessible, market-oriented, virtualized courses. To date, more than 72,000 people have been trained and nearly 10,400 of these students have secured employment using their new skills.
- Through our joint efforts over the next three years, we will support the [Institute for Veterans and Military Families](#) (IVMF) at Syracuse University

to train approximately 3,000 veterans, with more than 1,000 expected to find a job. More than 600 veterans have been trained to date. Our cash and pro bono consulting support will also help build IVMF capabilities by piloting a coordinated network of private, public and nonprofit resources to offer holistic services that include employment training, housing, healthcare and expanding existing career services initiatives. This collective impact initiative is expected to benefit approximately 27,000 veterans and transitioning service members.

- We have supported [Leonard Cheshire Disability](#) in expanding its Access to Livelihoods program, which increases the economic participation of persons with disabilities around the world. The program will bring job and entrepreneurial skills training over the next three years to approximately 13,000 people in Bangladesh, India, Pakistan, the Philippines, South Africa and Sri Lanka.
- In Europe (Austria, France, Norway and Poland), we are helping [Ashoka](#) develop innovative and sustainable solutions to address the social issues of unemployment. We plan to equip approximately 6,800 people with the skills to get a job, and aim to provide online learning opportunities to an additional 10,000 young people to enhance their prospects of employment and success. To date, as part of this initiative, more than 2,300 people have been trained with skills to get a job.



## MEET ARASU

Chennai, India

## LEONARD CHESHIRE DISABILITY

Arasu has a physical disability as a result of polio when he was a child. Leonard Cheshire Disability's Livelihoods Resource Centre helped him get a job, growing his income by more than 60 percent from his starting salary. Today he is pursuing his dream of becoming a teacher—using the savings from his salary to pay for his degree.

Read more at [accenture.com](https://www.accenture.com).

## Sustainable Jobs and Businesses

The impact from **Skills to Succeed** on the long-term economic vitality and resilience of communities worldwide is made even greater when skill-building programs result in improved employment and entrepreneurship opportunities. With this in mind, our second 2020 goal is to increase our focus on the successful transition from skilling to sustainable jobs and businesses, and to improve our ability to measure and report on these outcomes.

Together with our strategic partners, we have made progress on our collective ability to measure outcomes and have gained actionable insights about what is working to transition skilled people into jobs and businesses. Leveraging this knowledge, we plan to replicate our efforts across our programs worldwide and ultimately improve the successful outcomes for jobseekers and entrepreneurs at scale.

Measuring and reporting outcomes is a complex and rigorous process, and a challenge for all organizations, including Accenture and our partners. It can be difficult to stay in touch with jobseekers and entrepreneurs over time, especially with younger alumni, as there is often a considerable stretch between completion of training programs and when an individual starts a job or a business. As a result, investing in systems to track alumni outcomes often requires significant time and resources. We aim to help our partners expand their capabilities to address these and other

measurement challenges with tools and technology that improve our collective ability to drive measurable outcomes.

Our efforts to drive measurable outcomes are focused on:

- **Increasing competitiveness in the job market**  
Our demand-led skilling programs are designed with outcomes in mind—we are building skills that will result in job placement and long-term career agility. By partnering with local employers to design demand-driven curricula, we are meeting the changing needs of employers and improving the job placement rates of the people we skill.
  - With Conexão, a [Rede Cidadã](#) initiative, we are providing low-income Brazilian youth with training in job readiness and entrepreneurial skills. To date, we have trained more than 30,000 young people and helped approximately 14,000 trainees find employment with local employers, including Accenture.
  - Through Programming for the Future—a partnership between Accenture, [Education for Employment](#), Rede Cidadã and others—we have equipped approximately 180 disadvantaged youth with IT skills (for example, Java, .NET, ABAP) across Argentina, Brazil, Morocco, South Africa and Spain. More than 80 percent were placed into jobs, 54 of which joined Accenture.



**MEET MARIA JOANA**  
Recife, Brazil

### REDE CIDADÃ

With no prior exposure to technology, Maria Joana enrolled in one of Rede Cidadã's programming language classes, part of the Programming for the Future initiative, and along the way she received coaching and mentoring from Accenture volunteers. Maria Joana has since graduated, been hired by Accenture as a systems analyst and is currently pursuing a degree in mathematics with plans to specialize in IT.

Read more at [accenture.com](https://www.accenture.com).



## MEET ANOWARA

Dhaka, Bangladesh

## YOUTH BUSINESS INTERNATIONAL

At age 24, Anowara enrolled in a tailoring course and launched a clothing business. However, she did not have the skills or resources needed to make the business grow. Anowara received mentoring support from YBI network member B'YEAH, as well as an \$1,875 start-up loan. She now employs six full-time and 160 part-time staff, enabling women to earn an income and expand their skills while working from home.

Read more at [accenture.com](https://www.accenture.com).

### • Enhancing economic resilience

Beyond finding durable employment, it is important that beneficiaries experience enhanced economic opportunity through an increase in income level or earning potential. We have found that providing on-the-job work experience through internships, apprenticeships or job shadowing opportunities not only results in increased success in securing a job, it also improves an individual's earning potential.

- With [KIPP](#) (Knowledge is Power Program), we helped more than 175 employers in nine cities in the United States open their doors to more than 400 KIPP high school student interns, creating lasting connections with the future workforce through internships and giving students their first taste of working in a professional environment.

### • Building sustainable businesses and enterprises

When it comes to launching a successful business, training is just the beginning. Effective programs provide ongoing mentoring to address the challenges of starting a business and preparing for success.

- Since 2012, nearly 20,000 underprivileged women in rural India received business and livelihoods training with [Mann Deshi Foundation](#). This training is supplemented by several other support services to maximize their chances for success, which include support for loan applications, access to supplier

and customer markets, and connections to mentors in their industry. Nearly two-thirds of these women receiving Accenture support have successfully launched or expanded their business ventures.

### • Creating employment opportunities for others

Entrepreneurs have a "multiplier effect" on communities, bringing leadership skills to the marketplace and creating new businesses and jobs for others. Support from NGOs, nonprofits, governments and large businesses to help entrepreneurs sustain their contribution to economic growth and job creation is critical.

- We are partnering with [Youth Business International](#) to provide its global network with improved tools, funding, mentoring and training to help disadvantaged young people become successful business entrepreneurs. Through our support, YBI and its network members have equipped nearly 38,000 young entrepreneurs with skills, access to finance and mentoring needed to build and sustain their businesses. These entrepreneurs trained by Youth Business International expect to hire an average of two to three people for each of their businesses.

In the next few years, we intend to set a goal for the number of people that secure jobs and build businesses as a result of our **Skills to Succeed** initiatives.

## Partnering for Success

Our third 2020 goal is all about collaboration. We are committed to bringing together organizations across sectors to create large-scale, lasting solutions aimed at closing global employment gaps.

Convening partnerships is not just one of our unique capabilities, it is central to our **Skills to Succeed** approach. In an effort to take our strategic partnerships to the next level, we have been increasingly bringing together our clients, governments and others to generate greater collaboration and realize shared goals.

We recognize that no single organization can adequately address the issues of employment and entrepreneurship. It takes collaboration, working across an ecosystem of nonprofit partners, government agencies, employers and other donors, to create meaningful work, lasting change and sustainable economic growth for millions of people worldwide. Convening these types of multi-faceted partnerships is not always easy—it requires flexibility, patience and an ongoing dialogue—however, we believe this type of deeper collaboration is critical to durable systemic change.

Examples of our cross-sector, collaborative partnerships include the following:

- We are the private-sector founding partner of [Solutions for Youth Employment](#), a global coalition launched in 2014 in collaboration with the World Bank Group, International Youth Foundation, the RAND Corporation and our nonprofit partners Plan International and Youth Business International. Together, we are convening governments, businesses and civil society to identify new insights and scale proven solutions for increasing the number of young people engaged in productive work.



Attendees at the launch for the Solutions for Youth Employment coalition share what "a good job" means to them.

- In Spain, we mobilized [Juntos por el Empleo](#) de los Más Vulnerables, a cross-sector initiative with more than 100 social organizations, businesses and public administrations to create a step-change in the labor market for the most vulnerable sectors of society. Drawing on the strengths of each organization, solutions are being prioritized and implemented. For example, we have developed Emplea+, which includes new methodology, tools and virtual content to improve employability of the most vulnerable. Emplea+ is already in use by six leading Spanish NGOs, including Spanish Red Cross, Fundación ONCE-FSC Inserta, Cáritas, Fundación Secretariado Gitano, Fundación Tomillo and Fundación Exit, to accurately diagnose candidates' employability, help them make improvements through e-learning of foundational skills, and measure post-training progress.

- In the United Kingdom, we are a founding member of [Movement to Work](#), which enables collaboration with other leading UK companies and the government to find new employment solutions for youth. This employment initiative aims to provide 100,000 young people in the United Kingdom with vocational training and work experience, and support 50 percent of trainees into jobs. Accenture is one of 24 “lead employers” and 200 suppliers across multiple sectors that are participating in this innovative program. In 2014, we pledged to provide direct work experience programs to 100 young people by the end of December. Through the end of August, more than 60 people completed the program, and more than half already moved into full-time employment.

Additionally, as we strive to serve as a collaborator, convener and thought leader, we are extending our learnings and insights across our broad network of **Skills to Succeed** partners and beyond.

For example:

- In June 2014, we hosted a **Skills to Succeed** Virtual Roundtable, bringing together a global group of **Skills to Succeed** practitioners to share their experiences on leveraging e-learning and building digital and professional skills of underserved youth. Nearly 300 experts and practitioners from 80 organizations and more than 30 countries participated in the live broadcast. The Roundtable was the first step in creating a **Skills to Succeed**

Insight series to harvest and disseminate the knowledge, lessons learned and insights of our network of practitioners to spark further innovation.

- In partnership with Harvard Business School and Burning Glass Technologies, we developed a report that addresses the mismatch between the demand and supply of skills, particularly when it comes to middle-skills jobs—those that require more than a high school diploma but less than a four-year degree—in the United States. The report, [“Bridge the Gap: Rebuilding America’s Middle Skills,”](#) states that we must focus on developing a new middle-skills ecosystem that provides employers sufficient access to talent, and that coordinated work among employers, educators and policymakers will be essential.

As we work toward our 2020 goals, we will pursue an increasing number of leadership roles with like-minded organizations to create large-scale, lasting solutions aimed at closing global employment gaps.



## MEET SAM

London, England

## MOVEMENT TO WORK

Unemployed for several months after leaving a job with unreliable hours, Sam read about The Prince's Trust/Go Digital program in a local paper. He learned how to manage social media accounts, design websites and create marketing e-mails—plus valuable soft skills like teamwork and acing a job interview. Sam now has a job in digital marketing, blending his new technology skills with his creativity.

Read more at [accenture.com](https://www.accenture.com).

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## Our People's Contributions

Our people are the driving force behind our **Skills to Succeed** initiative, and it is an enormous source of pride for them. They share their time, skills and counsel by volunteering and providing pro bono services for activities such as conducting soft skills workshops for jobseekers, creating new technology solutions for skills training, implementing new technology platforms for our nonprofit partners and providing long-term mentoring support for entrepreneurs. Their enthusiasm for collaborating with clients, nonprofits and one another helps make a tremendous impact in our communities worldwide.

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# 600,000

Number of hours our people participated in corporate citizenship initiatives in fiscal 2014

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In fiscal 2014, our people participated in nearly 600,000 hours of Accenture-sponsored corporate citizenship programs, up from 518,000 hours in 2013.

We help our people maximize the impact of their personal contributions by providing convenient channels through which to offer time, services and financial assistance to help their communities.

Our global online volunteering platform, myCorporateCitizenship, makes it easy for our people to volunteer for **Skills to Succeed** and other initiatives. And in the United States, we introduced myGiving, an innovative platform that provides a variety of ways for our people to make charitable donations year round, including creating their own online fundraisers for charities that are personally important to them.

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# US\$700,000+

Amount Accenture people contributed to the Philippine Red Cross and other charities following Typhoon Haiyan

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Globally, our people contributed more than US\$700,000 to the Philippine Red Cross and other charities providing local relief following Typhoon Haiyan in the Philippines—a country where we have a significant footprint. Accenture mobilized more than US\$2 million in cash and pro bono contributions to support the long-term reconstruction and rehabilitation efforts required to help communities to rebuild through skills development and economic activity.

[Accenture Development Partnerships](#) provides another way for our people to give back. This pioneering "corporate social enterprise" employs a not-for-profit business model that makes our core skills and assets accessible to the international development sector. Its goal is to help strengthen organizations and build growth markets from within.

Our people also work on long-term volunteer assignments with [VSO](#), an organization that fights poverty in developing countries.

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## The Path Forward

As we look ahead, we are inspired by the dedication of our people, partners, clients and local communities. Together, we are continuing our ambitious journey to address the issues of employment and entrepreneurship head on.

We are energized by the opportunities to build on the significant momentum and success of our programs to increase our impact. At the same time, we recognize that this journey does not come without challenges. Closing global employment gaps is a complex issue, and solutions will not come easily. However, we are more confident than ever in our ability to deepen our impact, drive innovation and further engage our people and partners.

Although **Skills to Succeed** is focused on reaching millions and effecting global change, behind the numbers lies the heart of this initiative: the individuals whose lives are transformed by gaining the skills to get a job or build a business. We are honored to have the opportunity to work with them, and to help them drive improved economic opportunities for themselves, their families and their communities.

"In one stroke, we reduced our carbon emissions, our environmental impact and our operating costs, and working with Philips helped us get there."

**Eddie Murphy**

Global Energy Management Lead,  
Geographic Services

# Environment

Fostering sustainable economic growth for our company and our stakeholders is at the heart of our environmental strategy, and it is central to our vision to improve the way the world works and lives. Our environmental strategy comprises four areas—running efficient operations; working sustainably; enabling client sustainability; and providing insights to advance sustainability—and serves as a compass as we raise our ambition toward 2020 and beyond.

We use collaboration technology to meet, learn and create more interconnected and personal worlds—while reducing the cost, time and necessity of travel and travel-related carbon emissions—for our teams and our clients.

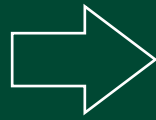




# Goals and Progress

## RUNNING EFFICIENT OPERATIONS:

By the end of fiscal 2015, we plan to reduce our per employee carbon emissions 35 percent against our fiscal 2007 baseline.



## ACHIEVED:

By the end of fiscal 2014, we exceeded our target and achieved a per employee reduction of more than 43 percent.

## NEW:

By the end of fiscal 2020, we will pursue the following targets:

- **RUNNING EFFICIENT OPERATIONS**

Reduce our carbon emissions to an average of two metric tons per employee—representing a more than 50 percent reduction against our 2007 baseline.

- **ENABLING CLIENT SUSTAINABILITY**

Begin to measure and report the impact of our work with clients and suppliers in key areas of sustainability.



## Our Environmental Strategy and Governance

Our environmental strategy comprises four areas: running efficient operations; working sustainably; enabling client sustainability; and providing insights to advance sustainability. With this, environmental stewardship is ingrained in our [Code of Business Ethics](#) and our [core values](#), specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which our [Environment Steering Group \(ESG\)](#) established in 2007, updated in 2014, and reviews annually.

Accountability for our environmental strategy starts with our [Chairman & CEO](#) and cascades through our business to our [Chief Leadership Officer](#), [Chief Operating Officer](#) and Global Geographic Services Managing Director and their respective teams across Corporate Citizenship, Workplace Solutions and Environmental Operations.

We have a clear governance structure to drive performance toward our goals and to articulate roles and responsibilities for our environmental efforts. Our ESG meets quarterly to monitor our [environmental performance](#) and identify improvement areas. It also supports a dedicated subcommittee of our [Global Management Committee \(GMC\)](#)—the Accenture Corporate Citizenship Committee (ACCC)—in making strategic recommendations on our sustainability initiatives.

The ACCC comprises cross-functional leadership from Marketing & Communications, Human Resources and Legal. It approves major initiatives, including our carbon-reduction targets, and monitors our Environmental Responsibility Policy. At the same time, the GMC, ACCC, our Chief Leadership Officer, Chief Operating Officer and [Board of Directors](#)—which includes our Chairman & CEO—are accountable for our corporate objective of fostering environmentally sustainable growth.

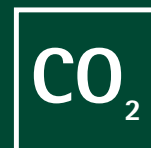
## Running Efficient Operations

Since setting our initial carbon target in fiscal 2008, we have reduced our [per employee carbon emissions](#) by more than 43 percent against our fiscal 2007 baseline—from an average of 4.0 to 2.3 metric tons of CO<sub>2</sub> per employee. This reduction is equal to avoiding approximately 2 million metric tons of CO<sub>2</sub> or the annual electricity usage of about 275,000 North American homes.

# 43%

Percentage reduction in per employee carbon emissions we achieved in fiscal 2014 against our fiscal 2007 baseline

More than 80 percent of our carbon footprint consists of the emissions our people generate from air travel for business purposes and from the use of electricity in our office locations. Our carbon reductions in 2014 are a reflection of the passion and focus of our people. Through their leadership, energy and collaboration, our people foster environmental awareness and make thoughtful decisions in support of our environmental strategy and [performance](#).

A white square icon containing the text "CO<sub>2</sub>" in a bold, sans-serif font.

# 2M

Metric tons of CO<sub>2</sub> avoided between fiscal 2007 and 2014

Fiscal 2014 saw advances in three areas of impact:

- Improved efficiencies—Fiscal 2014 was the most energy-efficient year in our company's history. Building on the efforts from previous years, we cumulatively saved an estimated 530,000 total megawatt-hours of electricity and avoided more than 330,000 metric tons of related CO<sub>2</sub> since setting our fiscal 2007 baseline.

## RECOGNIZED ON CDP'S GLOBAL CLIMATE PERFORMANCE LEADERSHIP INDEX

Since 2007, we have reported our environmental performance to [CDP's Climate Change program](#) each year, capturing our environmental risks, opportunities and methodologies in our response. In 2014, Accenture was included for the first time on CDP's Global Climate Performance Leadership Index. The index spotlights companies that have demonstrated a commitment to managing climate change by integrating it into their business strategy and taking actionable steps to mitigate climate-related risk. Accenture received a disclosure score of 94 (out of 100) and a performance score of A.

- Increased renewable energy sources—Our [supply chain strategy](#) to power more offices renewably took a significant step forward in fiscal 2014. We increased the share of purchased renewable energy across our office portfolio by more than 30 percent compared to fiscal 2013.
- Reduced air travel—Our efforts to invest in [virtual collaboration technology](#), staff locally where possible and leverage our [Global Delivery Network](#), generated reductions in per employee carbon emissions from air travel of more than 13 percent, compared to fiscal 2013.

### Energy management

Our energy management programs comprise people, process and technology solutions to advance our goal of reducing carbon impact. Local environment leads implement programs to reduce our energy consumption and achieve annual improvement targets in terms of kilowatt hours per meter squared of office space.

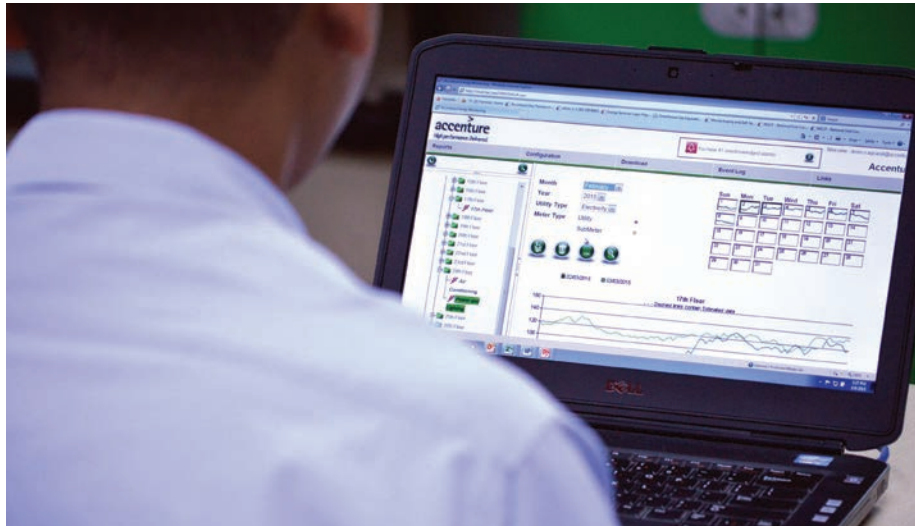
Since the outset of these programs in fiscal 2007, the collective energy efficiency of our offices around the globe has improved more than 26 percent. These improvements add up over time, helping cumulatively save an estimated 530,000 megawatt-hours of electricity and more than 330,000 metric tons of CO<sub>2</sub>. For perspective, approximately the same emissions would be avoided if 70,000 cars were taken off the road in North America for one year. These efficiency gains also saved more than US\$65 million in energy spend over that same time period.

### Energy management at work



Accenture in the Philippines' LED lighting project team with their team lead and champion, Nolan Yambao, Managing Director, Workplace Services (seated, center).

Accenture Workplace Services is installing light-emitting diode (LED) tubes—sourced through our client Philips—with expectations of achieving a 50 to 60 percent decrease in energy consumption from lighting in locations where installed. By August 2014, all Accenture offices in the Philippines had converted to LED lighting by installing more than 32,000 LED tubes. Benefits include reduced carbon emissions through lower energy use, reduced environmental impact by eliminating fluorescent tubes and their mercury content, and reduced operating costs. Estimated annual savings are US\$350,000 and 930 metric tons of CO<sub>2</sub>. Plans are now under way to use the experience gained and success realized in the Philippines to install LED tubes at other Accenture locations around the world.



Since 2010, Remote Energy Monitoring (REM) has enabled us to make more-informed decisions about energy consumption through real-time monitoring.

## Environmental Management System and ISO 14001 certification

Our [ISO 14001](#) Environmental Management System (EMS) certification, with its focus on energy efficiency, is a key credential for many of our clients and tangible evidence of our commitment to being an environmentally responsible partner. Additionally, through an investment of time and resources that demonstrates continual improvement, we sustained certification at all of our existing sites in fiscal 2014.

## Renewable sources

Our supply chain strategy to replace nonrenewable with renewable energy also contributed to reductions in per employee carbon emissions in fiscal 2014, allowing us to avoid nearly 40,000 metric tons of CO<sub>2</sub> across our global operations.

# 25%

Percentage of Accenture in India's energy portfolio that was generated from zero-emissions sources by the end of fiscal 2014

India was home to some of our greatest successes with renewables—and continues to pose some of our greatest challenges due to local regulations. We began purchasing renewable wind electricity for our largest office in Chennai, India, in fiscal 2012. By the end of fiscal 2014, approximately 25 percent of Accenture in India's energy portfolio was generated from zero-emission sources.

In 2014, Accenture contracted directly with new wind power suppliers to secure an assured renewable power supply for four of our largest Bangalore, India, facilities—reducing the need to draw from the state of Karnataka's already constrained power grid. Our demand is helping drive the ongoing development of new renewable sources and eventually close the state's energy supply gap. In fiscal 2014, Accenture purchased nearly 27,000 megawatt hours of wind power in India, avoiding more than 23,000 metric tons of CO<sub>2</sub> and decarbonizing our global electricity footprint by nearly 10 percent.

## Waste and water management

In fiscal 2014, we maintained our strong results with responsible disposal of electronic waste. More than 99 percent of our total disposed equipment, which this year was more than 57,000 laptop and desktop computers weighing 266 metric tons, was disposed in a method avoiding landfill, primarily through management by responsible disposal vendors.

Accenture seeks to minimize water consumption across our business. While our operations are not water-intensive, we recognize the increasing importance of water availability in areas of the world that may become

## CLEANING UP IN AUSTRALIA

In 2014, Accenture in Australia established "Clean-up Week" to encourage the safe disposal of redundant electronic items at home and the recycling and reuse of unused stationery in the office. Employees also played the "Recycling Game," an educational tool to help them improve their recycling knowledge and sort and dispose of their waste in color-coded bins.

water-stressed due to factors such as population increases or drought. We engage in raising the visibility of conservation measures with our people, and we continue to work with our building management companies to promote the careful use of water, implementing improvements where practical.

## Working Sustainably

To reduce our per employee carbon emissions, we aim to deliver more effectively for our clients in the most environmentally and economically efficient manner possible. Our people support our ambition—constantly inventing ways to execute our environmental strategy in their daily work.

To make our work less travel intensive, we continue to invest in collaboration technology, focus on staffing locally where possible and maximize our [Global Delivery Network](#). By explicitly managing the need for air travel, we have reduced its use, even as our workforce has expanded. During fiscal 2014, gross air travel decreased by 5 percent, or 17,700 metric tons less than the year prior, and per employee emissions from air travel decreased more than 13 percent.

## Collaboration technology

Accenture embraces technology in every aspect of our business, and our widespread adoption of the latest collaboration technology across all the countries where we operate and hundreds of thousands of employees serves as a powerful catalyst for reducing the cost, time

and necessity of travel. It enables people to meet, learn and create smaller, more interconnected and personal worlds within our vast global network through instant text and phone chats, screen sharing and real-time client collaboration.

Through a combination of [Telepresence](#) and Accenture's Videoconferencing Bridging Service, we can conduct meetings with more than 500 clients. With webcasts, we are expanding our broadcast capabilities to reach people live, or connect with them later.

# 8M

Average number of employee videoconferencing minutes logged globally per month

Additionally, we are expanding the use of video collaboration to connect our people and average approximately 8 million videoconferencing minutes per month. In fact, Accenture is the largest global user of [Microsoft® Lync®](#) and we are not alone: more than 500 clients communicate with Accenture people easily and securely over communication platforms such as Lync. To enable these capabilities, Lync functions, including video, are now accessible on Accenture mobile devices. Accenture's internal social media feed pulls relevant information and our blogs into a single view, so that our people need check only one place on their devices each day rather than many. In addition, our employee "Eco Champions" use these platforms to brainstorm

## COLLABORATION TECHNOLOGY IN ACTION

Starting in 2013, Accenture's BASF client team began leveraging collaborative videoconferencing technologies to enhance team integration and client service, supporting both companies' commitment to a sustainable future. With nearly 400 Accenture team members in Austria, Brazil, China, Germany, Hong Kong, India, Singapore, Switzerland and the United States, videoconferencing helps Accenture and BASF teams communicate across offices, cultures and time zones, reducing the need for travel and making subject matter experts readily available.

topics such as waste management and energy efficiency, collaborating across geographic boundaries and cross-pollinating new ideas.

### Engaging eco-interested employees with a new collaboration tool

In April 2014, Accenture launched its first-ever "Eco StreamChat," which generated nearly 1,000 posts, comments and likes from Accenture people in 24 countries. Eco StreamChats represent a new, organic way for our people to share environmentally conscious work processes.

### Smart Work program

Smart Work helps our people explore alternative travel arrangements, such as working one or more weeks a month from local or home offices or client sites, as appropriate. It also encourages making smart decisions about travel spend and taking advantage of tools and technologies that help to reduce the need for travel and commuting. Besides advancing environmental stewardship, Smart Work helps enhance work/life integration, the morale of our people and the quality of service we deliver to our clients.

### Going global with our Travel Smart Challenge

Our North America Environment team's third annual Travel Smart Challenge expanded to new geographies in 2014. A six-week competition that ran from Earth Day to World Environment Day encouraged Accenture people to think creatively about how they can minimize flights and road

travel and reduce their travel-related carbon footprint. Participants avoided approximately 4,700 flights and 540,000 transportation miles, translating to an estimated reduction of approximately 1,900 metric tons of CO<sub>2</sub> and more than US\$3 million in travel spend.

### Eco Champions and eco volunteers

Our Eco Champion networks around the world develop innovative approaches to eco-smart work practices and support our efforts to drive their adoption across our geographies. Today, we have Eco teams across all of our geographies, growing our membership by more than 40 percent since fiscal 2013, to encompass more than 5,600 employee volunteers.

Throughout the year, we sponsored market-relevant eco engagement campaigns across [our geographies](#) to drive awareness and action in support of environmentally responsible behaviors. Our people also spearheaded [local efforts](#) such as addressing office waste and emissions, promoting telecommuting and alternative travel options, and organizing [Earth Day](#) and United Nations World Environment Day events. Some examples of their work in 2014 include:

In Japan, Accenture leaders and employees marked Earth Day and World Environment Day with campaigns in support of their Smart Emission Project to reduce air travel and paper consumption. Leaders made an "environmental declaration" to launch week-long activities, which ranged from environmental awareness message cards to "Humorous Haiku" naming individuals who took actions

## EDUCATING STUDENTS ABOUT ECO-RESPONSIBILITY

In 2014, Accenture professionals in Hyderabad, India, worked with the nonprofit Centre for Environment Education to visit 34 schools, where they helped raise students' awareness about the environment, waste reduction and sustainable development. At each school, volunteers planted up to five saplings with medicinal, irrigation or other beneficial properties, and conducted painting and poetry competitions to help students understand the importance of learning in a clean and green environment.

to become paperless and use collaboration technology in place of travel where possible.

In Mexico, Accenture Eco Champions organized "Eco Family Day"—a day of fun family activities aimed at raising environmental consciousness in their communities. Participants gained a better understanding of the importance of taking environmentally responsible actions and how to spread that message to others.

### Enabling Client Sustainability

Accenture invests annually in research and development to help create, commercialize and disseminate innovative business strategies and technology solutions, including those that help our clients improve their sustainability performance. Further, we combine a [comprehensive set of sustainability assets](#), offerings and tools with our insights and deep experience to help clients achieve high-performance in three strategic areas: sustainability strategy; sustainability operational excellence; and technology and intelligent infrastructure. Following are examples of our work in these areas.

#### Devising sustainability strategies

We help our clients develop robust sustainability strategies that support growth, enhance brand reputation and increase productivity. Some examples of our work in fiscal 2014 include:

The Aid by Trade Foundation sought to expand its flagship Cotton made in Africa initiative to the United States. To aid market entrance, [Accenture assisted the organization](#) in identifying US fashion and retail outlets and developing an innovative, targeted sales approach that encompasses the social and ethical aspects of using sustainable cotton. Through Accenture's [Skills to Succeed](#) initiative, the Cotton made in Africa sales team was trained to use new interactive presentation tools. Accenture also shared supply chain and procurement preferred practices with Cotton made in Africa, equipping the organization to improve efficiency in these areas.

Accenture Sustainability Services collaborated with Vodafone and the Saïd Business School to investigate and author "[Connected Women](#)," a report on how mobile can support women's economic and social empowerment. The research shows that scaling up these services across the markets in which Vodafone operates could benefit 8.7 million women in 2020, and create economic benefits to women and society worth US\$6.6 billion annually by 2020. In addition, increasing the rate at which women become mobile phone owners and ensuring that the gender gap in mobile ownership does not grow could have an economic benefit for women and society worth US\$22.3 billion. The report demonstrates that when women have access to mobile technology and services they use it to improve their own lives and those of their children and communities.

## Achieving sustainability operational excellence

We help our clients embed sustainability into their core operations, enabling cost savings, risk mitigation, operational efficiencies and improved business performance. Examples include:

Optus is a wholly owned subsidiary of SingTel Group and one of the largest telecommunications companies in Australia. Every year, Optus invests hundreds of millions of dollars to upgrade the network over which its services are delivered—as quickly as Optus was purchasing network-related equipment, it was decommissioning assets that had become obsolete. Working closely with Accenture Strategy, Optus now has the industry's first-ever asset disposal program in place and generated in-year cash benefits of just under AUD\$3 million through the resale of reusable assets and the recycling of obsolete equipment. The program has [enhanced Optus' position as a sustainability leader](#), giving new life to its assets by avoiding landfills and making them conveniently available to other telecommunications companies at reduced prices.

By 2020, Fraport AG Frankfurt Airport Services Worldwide aims to reduce its carbon footprint by 30 percent while expanding facilities to accommodate growing traffic volumes. Accenture helped Fraport AG create a carbon-controlling framework to chart its energy-efficiency initiatives against seemingly conflicting objectives. The framework allows Fraport to identify the most promising savings opportunities across the organization and incorporate performance metrics to help reduce its substantial annual energy bill and fulfill long-term sustainability objectives.

## Leveraging technology and intelligent infrastructure

We help our clients solve complex infrastructure challenges across construction, transportation and services by enhancing energy efficiency, reducing emissions, and maximizing technology and mobility opportunities.

Examples of this work are:

Accenture Analytics and Smart Building Solutions are [helping the city of Seattle boost energy efficiency in its downtown](#). Launched at the end of fiscal 2013, the High-Performance Buildings Pilot Project aims to reduce power consumption through analysis of real-time data for buildings in downtown Seattle. Advanced information technology tools and systems enable building owners to take quick action to boost energy efficiency without costly retrofits. This pilot program is an important step in helping Seattle realize its goal of reducing downtown power usage by up to 25 percent.

JTC is the lead government agency responsible for the development of industrial infrastructure to support and catalyze growth in Singapore. In 2014, Accenture [helped JTC bring together the latest in building management and advanced analytics](#) to make sense of robust but previously disparate data from buildings, tenants and equipment. By shifting its building management approach to one that is easy to monitor and control, and proactive rather than reactive, JTC now has the tools to realize energy efficiency and cost savings. Just six months into a three-year pilot at one building, Fusionopolis, these tools helped generate monthly savings of 15 percent on addressable electricity usage and a 13 percent reduction in addressable chilled water use.

## Providing Insights to Advance Sustainability

Accenture strives to contribute to the overall environmental agenda by serving as a collaborator, convener and thought leader. We team with other businesses and organizations to gain insight into issues and solutions that will help make the world a better place. Highlights in fiscal 2014 include collaborations with the United Nations, World Economic Forum, World



Business Council for Sustainable Development, Chinese Academy of Sciences, and CDP, as well as our own Sustainability 24 initiative.

### United Nations initiatives

Since 2011, we have played an ongoing leadership role in the [United Nations Secretary General's Initiative, Sustainable Energy for All \(SE4All\)](#). The goal of the initiative is to help provide access to sustainable energy to the 1.3 billion people who do not have it, and to increase energy efficiency and renewable energy use in developed countries.

We continue to help add speed and scale to SE4ALL's goals through our support of its Global Energy Efficiency Accelerator Platform. This initiative enables the development of industry-led programs through collaboration and technical and financial assistance. It marks a step change in practical action by involving parties on the ground: businesses and NGOs, national governments and cities, investors and individuals. The Global Energy Efficiency Accelerator has helped re-state the business case for energy efficiency: US\$250-US\$325 billion worth of savings for consumers per year, creating growth and jobs.

In 2013, we conducted and published the [UN Global Compact-Accenture triennial CEO Study on Sustainability](#), the world's largest CEO study on sustainability to date. In 2014, Accenture and the UN Global Compact partnered with the Principles for Responsible Investment and HAVAS Media to develop two companion pieces to

the CEO Study: "[The Investor Study: Insights from PRI Signatories](#)" and "[The Consumer Study: From Marketing to Mattering](#)." These studies explore how business leaders can collaborate to embed sustainability into their global practices and how sustainability issues influence the views of consumers worldwide.

### World Economic Forum initiatives

In collaboration with the World Economic Forum, we published "[The Global Energy Architecture Performance Index Report](#)," which contributes to the debate about how well the world's economies balance growth, energy sustainability and energy access.

Additionally, in 2014, we published the "[Report on Circular Economy Models for Competitive Advantage](#)" based on client experience and research showing that leading organizations are now adopting circular economy models—decoupling growth from scarce resources—and thus gaining a competitive edge, or "Circular Advantage." Successful global companies are following the lead of innovative smaller enterprises, applying the circular economy as a framework for growth and innovation—in what our research shows amounts to an advantage worth a trillion dollars-plus. Our report identifies five new business models, 10 disruptive technologies—in particular, digital in the form of social media, cloud computing, analytics and mobility—and five enabling capabilities critical to capture the Circular Advantage.

## PRODUCING THE CIRCULAR ECONOMY AWARDS

In collaboration with the World Economic Forum of Young Global Leaders (YGL), we co-chaired the YGL taskforce and helped produce [The Circular Economy Awards](#) in fiscal 2014. Co-chairs were the CEO of AeroFarms, an innovator in totally controlled, sustainable and socially responsible agriculture; and the former Minister for the Environment and current member of the Parliament of Denmark. The taskforce's vision is to create a socially and environmentally prosperous world where profitable businesses provide smart goods and services within the resource limits of the planet.

## World Business Council for Sustainable Development

We are an active member of the World Business Council for Sustainable Development (WBCSD), a CEO-led organization, representing approximately 200 companies, that convenes the global business community to create a sustainable future for business, society and the environment.

In 2014, we partnered with the WBCSD Future Leaders to provide a new perspective on the way companies integrate sustainability in their performance management. Together, we introduced a new concept—Integrated Performance Management—that incorporates all three aspects of sustainability (financial, social and environmental) into organizational performance management. Our [joint report](#) provides an in-depth analysis of current practices at major corporations and explores different methods for capturing environmental and social data in a business context, the challenges faced and the actions companies are taking to improve integrating sustainability into their overall strategy.

## Chinese Academy of Sciences initiative

In collaboration with the Chinese Academy of Sciences, in fiscal 2014 we launched the China City Index, a major contribution to the thinking of balancing growth and sustainability in urban development. The study, published in the "[New Resources Economy City Index Report](#)," was conducted to help city authorities benchmark their progress in sustainable development in the context of China's urbanization policy agenda. In addition to assessing economic performance against resource efficiency and environmental management, the Index scores cities' capacity for future sustainable growth by measuring their level of infrastructure, technology innovation and investment on environmental protection, as well as their institutional and policy capabilities.

## CDP initiatives

In 2014, as part of our ongoing partnership with CDP, we served as knowledge resource and report writer for several of its high-profile publications. These included "[Supply Chain Sustainability Revealed: A Country Comparison: CDP Supply Chain Report 2014-2015](#)," and specific country reports.

Additionally, since 2010, we have provided digital strategy and services in support of CDP as its appointed Global Digital Partner. In 2014, this included support of CDP's website, user portal and customer relationship management (CRM) solution as well as continuing to host CDP's information disclosure system. Together with CDP, we are exploring additional digital initiatives to help companies achieve higher levels of transparency and performance on the environmental impact of their business operations.

## Accenture Sustainability 24

In fiscal 2014, Accenture convened thought leaders from around the world at Sustainability 24, an annual forum to drive our overall objective of placing sustainability at the heart of the strategic agenda. Setting the agenda for business, the event focused on Driving Competitiveness through Sustainability.

In a day-long webcast, the event brought together the sustainability business community, along with government representatives and industry bodies, to challenge and debate some of the most pressing issues of the day—from energy security and smart cities to supplier sustainability and circular economy. Industry-focused debates were hosted via Telepresence from 27 broadcast locations worldwide, connecting more than 70 leaders in their fields with thousands of attendees. Panel discussions, interactive question-and-answer sessions and workshops ran at key locations around the world, connecting participants as they explored innovative solutions to industry-based sustainability challenges.

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## The Path Forward

On our journey to 2020, our efforts to run efficient operations and work more sustainably will continue to drive our carbon reductions and help us achieve our new carbon emissions target. As these begin to reach more sustainable emissions levels, we will look for new ways to advance our environmental stewardship outside our four walls.

We will begin to measure and report on the impact of our work with clients and suppliers in key areas of sustainability. For example, we aim to better understand and quantify the impact of our clients' use of collaboration technology, cloud and data centers to help them avoid carbon emissions. On the supply side, we plan to include provisions such as negotiating the use of renewable energy where feasible in leases with our property managers.

In addition to the services we already provide our clients, we plan to develop new offerings that will create measurable improvements in their business and sustainability performance. An example of a service already available is our Sustainability Performance Management—the means to measure, manage, analyze and report sustainability performance that consistently drives business value.

As we look to the future, we are placing additional emphasis on purposeful collaboration. With an expanding ecosystem of employees, clients, suppliers and partners across geographies, business is becoming borderless—unbounded by location or time zone. We will continue to build social collaboration tools into our business processes to connect, converse, share and enhance how we deliver services for our clients and create a vibrant workplace for our people.

"Making a difference through the use of technology is one of the best parts of my job; it makes me tick...it's what makes Accenture an interesting place to work."

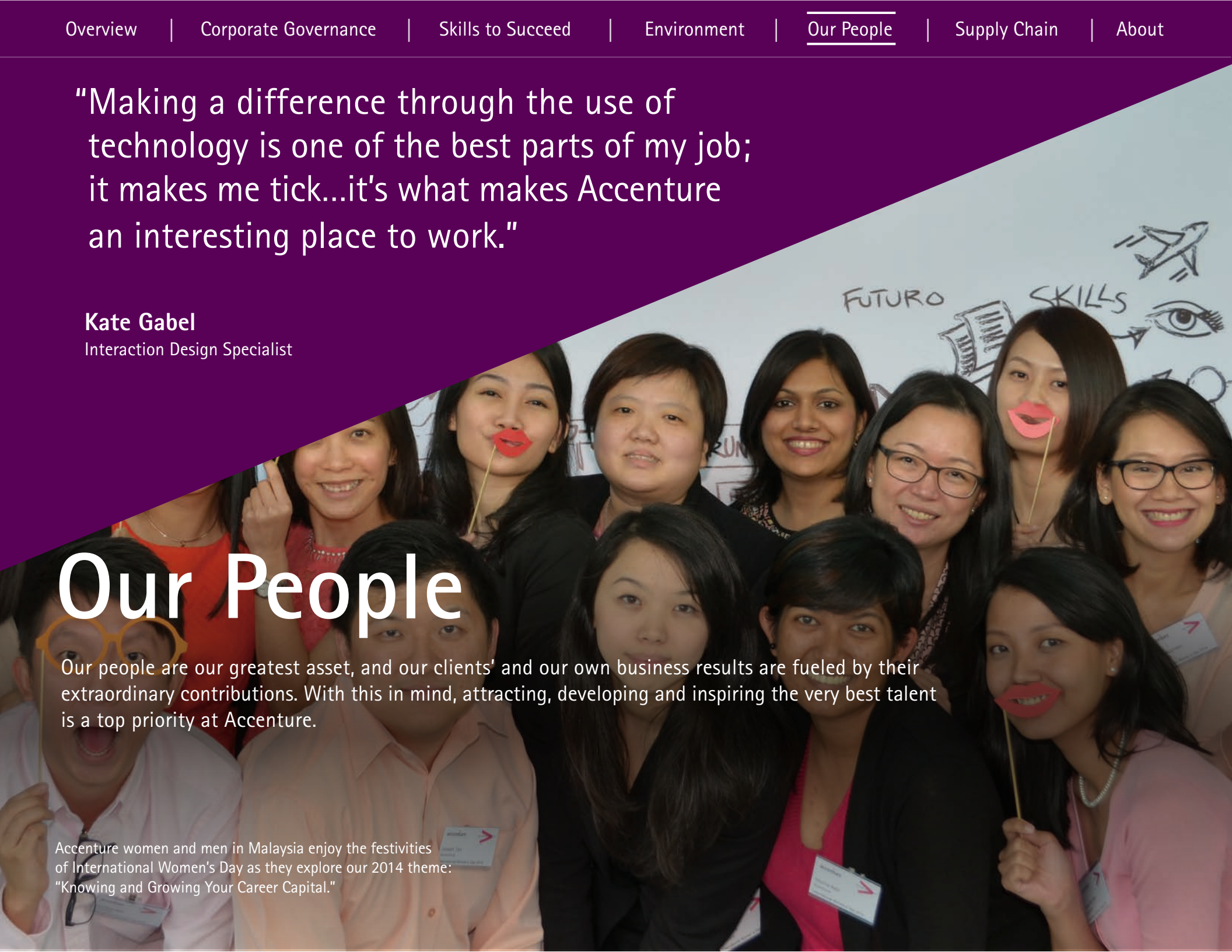
**Kate Gabel**

Interaction Design Specialist

# Our People

Our people are our greatest asset, and our clients' and our own business results are fueled by their extraordinary contributions. With this in mind, attracting, developing and inspiring the very best talent is a top priority at Accenture.

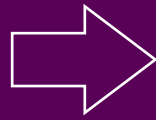
Accenture women and men in Malaysia enjoy the festivities of International Women's Day as they explore our 2014 theme: "Knowing and Growing Your Career Capital."



# Goals and Progress

## INCLUSION & DIVERSITY:

In fiscal 2014, review key global information and reporting tools, such as time and expense reporting, against global accessibility standards to help ensure they are optimized for current and future employees with disabilities.

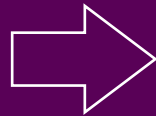


## ACHIEVED:

Comprehensive evaluations were conducted against the **recognized global standard** for Web content accessibility on five of our key information and reporting tools.

## TALENT DEVELOPMENT:

In fiscal 2014, launch the Accenture Future Technology Leaders Program and expand it to include more than 1,600 high-performing science, technology, engineering and math (STEM) student participants within four years.



## PROGRESS:

Throughout fiscal 2014, the program was introduced in 9 countries and 200+ STEM undergraduate students.



# Goals and Progress

## NEW: TALENT DEVELOPMENT

By the end of fiscal 2016, we will enhance the way our people interact and learn by building a global network of 100 connected classrooms that combine interactive technologies with innovative content design.

## NEW: INCLUSION & DIVERSITY

By the end of fiscal 2017, we will increase the diversity of our workforce by growing our percentage of women new hires to at least 40 percent worldwide.

## NEW: TALENT DEVELOPMENT

By the end of fiscal 2018, we will grow the percentage of Accenture Consulting professionals who have certified industry skills or are aligned with a specific industry to 90 percent.

## Our Talent Strategy

Our talent ambition is to be the best place for the best talent on the planet. Our people are our biggest and most important investment, so attracting, developing and inspiring the very best talent is central to our success.

Our talent strategy encompasses attracting top talent and developing our people, advancing an inclusive and diverse environment, and supporting engaging employee experiences. Ultimately, this is all about creating a rich and rewarding career experience that is unmatched in the industry, while delivering client value and profitable growth for Accenture.

## Developing Talent

As a professional services company, talent is our ultimate differentiator. Thus, we recruit the best people and help them develop deep, specialized skills to grow their careers and serve the diverse needs of our clients around the world. Consequently, we invested US\$787 million—an average of 45 hours per person—in employee [training](#) and professional development in fiscal 2014.



# \$787M

Amount invested in employee training and professional development in fiscal 2014

Additionally, we have introduced a host of new methods of training delivery, such as Accenture Connected Classrooms and Digital Learning Boards, and we are placing greater emphasis on direct experience learning programs as a way to build skills. Our people are learning every day on the job through coaching, apprenticeship and collaboration in addition to formal training. Further, all of our people participate in a required performance review with their career counselors as part of an annual cycle that involves setting goals and objectives, reviewing progress against those goals, and a formal assessment of performance and contribution. Performance reviews complement the real-time feedback that supervisors and career counselors are encouraged to provide.

## Building specialized and differentiated skills

Introduced in fiscal 2014, our new employee career models—Leadership Careers and Careers at Accenture—provide clear pathways for our people, helping them to better understand where they fit in the organization and giving them the opportunity for continuous development of specialized skills to achieve their career goals. Through our career models, we organize our people in a way that helps us manage talent more strategically so we can be even more responsive to changes and opportunities in the market. Essential to meeting our goals of attracting, developing and inspiring the diverse group of leaders we need for future success, these career models allow our people to:

- Understand clearly the skills, proficiencies and experience needed to excel and grow.

## ATTRACTING, DEVELOPING AND INSPIRING A DIVERSE PIPELINE OF NEW TECHNOLOGY TALENT

Accenture launched the Accenture Future Technology Leaders Program in fiscal 2014. Participants must be in their first or second year in university and participate for the duration of their college experience.

The program emphasizes global collaboration and includes live webinars with prominent STEM executives; local office networking, mentoring and social collaboration via LinkedIn with Accenture Technology professionals; and workshops featuring cutting-edge technology, leadership and professional development topics presented in an interactive and digital learning environment. With participants across 9 countries, the program will scale to new geographies, with 1,600 expected participants by year four.

- Become specialized in what they do—or what they aspire to do—through targeted learning, networking with experts, mentoring and work experience.
- Pursue varied paths, with different progression opportunities that align with personal preferences and situations.
- Seek the next career opportunity inside Accenture, through an internal careers marketplace that makes it easier to change roles within the company.

Today, more than 187,000 Accenture people have certified industry skills or are aligned with a specific industry. We are taking our industry differentiation to the next level with innovative business services, which combine our industry expertise and assets with our capabilities to provide highly differentiated end-to-end services for clients to deliver tangible results. As an example, Accenture Digital comprises 28,000 deeply skilled team members, and is the largest end-to-end provider of digital transformation capabilities in the world. Our people enjoy the opportunity to work with leading clients across industries to unleash the disruptive power of digital and actually improve the way the world works and lives.

## 28,000

Number of deeply skilled Accenture Digital team members

### Creating tools to help inspire our people

While part of our overall approach to be a top employer of choice is creating experiences that inspire our people to stay and build their careers at Accenture, there are two tools that have especially helped us retain our talent. These tools have given our people access to growth opportunities and resources to build and guide their careers.

First, Careers Marketplace is a platform designed to offer greater transparency to internal opportunities and make career moves easier—inside the company. A key component of Careers at Accenture, Careers Marketplace allows our people—whom we have already identified as the best talent in the marketplace—to be one click away from thousands of potential jobs at Accenture. Our people can search and pursue experienced positions; access resources to help prepare for a career move; understand the skills needed for a new opportunity and how their current skills compare; and connect with Accenture professionals through internal social networks. In fiscal 2014, nearly 7,000 people landed new internal positions, achieving progress toward our ongoing goal to fill open positions with our own people, thereby meeting client demand for high-quality and specialized talent while reducing attrition.

Second, our Career Connection website and digital updates are the primary sources for career information—these are a collection of resources that our people use to learn more about topics that can contribute to career growth. Topics include performance management, benefits, learning opportunities and other career information. Career Connection was recognized by a top Human Capital Management organization in 2014 with a Best in Talent Management Technology Implementation award. In addition to receiving the information through the website or monthly updates, our people can follow Career Connection and Career Counseling on our internal social media stream.

### Enabling learning

Meeting our talent objectives means being agile to quickly shift emphasis with market and client demands while efficiently and effectively running the business. This agility includes rapid skilling at scale in an increasingly global marketplace where people are learning in new ways. As a means to democratize learning, we introduced Accenture Connected Learning



in 2014 to link people to expert content and world-class experts—from Accenture and beyond. Through Accenture Connected Learning, our people deepen their skills with thousands of existing online courses, virtual classrooms and other key learning resources, including:

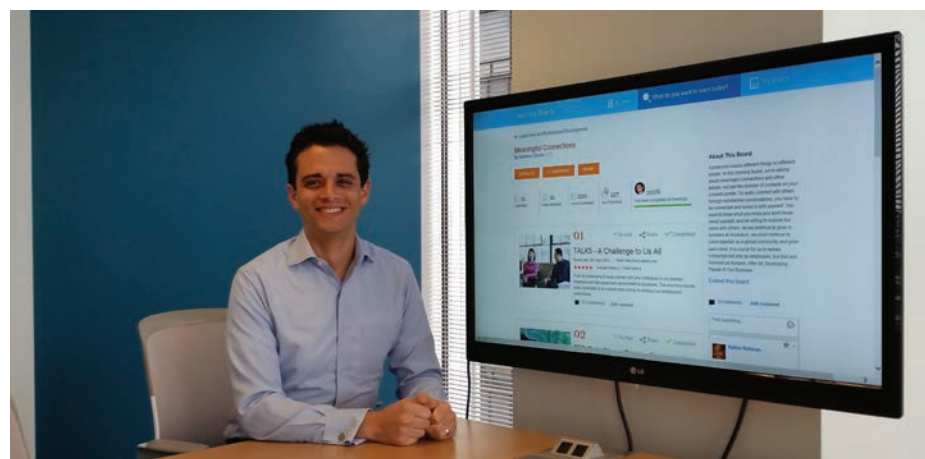
- **Digital Learning Boards** help Accenture people find the best information and ideas from world-class subject matter experts. Many of these boards have videos of experts explaining the concepts and can be viewed on mobile devices. Our people can choose to follow and rate any board. In addition to videos, the boards also have blogs, digital books and self-study courses. This is part of how we are preparing our people with the skills to meet new and changing business requirements faster than ever before.
- **Connected Classrooms** enable Accenture people from multiple locations—sometimes thousands of miles apart—to participate in interactive, collaborative learning sessions. We currently have 22 Connected Classrooms that combine Telepresence and interactive whiteboard capabilities with online collaboration tools and innovative content design to enhance the way our instructors and people interact and learn. With offices and operations in more than 200 cities in 56 countries, Connected Classrooms are one way we can reduce travel and be more efficient with our peoples' time while building specialized skills at scale.
- **Learning Centers** offer our people a more traditional classroom learning environment and are important for developing our talent locally as well as regionally. Our network of five regional learning centers includes Bangalore, Chicago, Kuala Lumpur, London and Madrid.

## 4.3M

Number of total courses completed by our people in fiscal 2014

One hundred percent of our people have access to training, which begins the day they join Accenture and continues throughout their careers. In fact, with our onboarding program, new hires have access to more than 100 of our courses before day one.

Additionally, 117,000 of our people were enrolled in more than 50 internal certification programs in fiscal 2014.



Matt Wexler, Human Resources Manager, curates a Digital Learning Board that helps people gather insights about themselves and their colleagues so they can better relate to each other, enhance job performance and enrich their employee experiences.

### Developing leaders at all levels

In fiscal 2014, our leadership development programs concentrated on building a stronger pipeline of key client leaders with a focus on diversity (gender, geography and generational considerations)—and fostering leaders at all levels. Notable initiatives included:

- **Leading at Accenture Platform and Survey**—In October 2014, we introduced these two new tools to managing directors and senior managers. The platform is the new leadership development social site

that brings tailored, curated content to our people in a digital environment. The survey is a self-development learning tool that provides confidential feedback from colleagues at all levels and is not tied to the formal performance management process, enabling on-demand feedback at any point in the year. During fiscal 2015, the goal is to make the tools available to more of our people.

- **Client Account Leadership Development Program**—A four-month program launched in fiscal 2012 focuses on high-potential client account leaders of the future so that we grow account leadership talent ahead of demand. As of fiscal 2014, more than 41 percent of program alumni have taken on roles with expanded leadership responsibilities.

## 72%+

Percentage of Women's Executive Leadership Development Program participants who have moved into roles with greater impact

- **Women's Executive Leadership Development Program**—A multi-year program launched in fiscal 2012 that identifies and develops women with the potential to join Accenture's most-senior leadership. Since the inaugural session, more than 72 percent of participants have moved into roles with significantly increased responsibility and greater impact.
- **Senior Manager Leadership Development Program**—A six-month program that targets our high-potential senior managers for promotion to managing director. Participants work together to solve real business opportunities or challenges facing Accenture. In the decade since the inception of the program, 76 percent of the program's graduates have been promoted.

- **Supervisor of the Future Program**—A global initiative that began in 2013 to help develop our managers, associate managers, associates and analysts for supervisory roles. The program involves establishing consistent expectations of supervisors, defining responsibilities and creating curricula that enable our people to develop and lead high-performing teams. It covers learning and performance interventions on topics such as change and conflict management, people development, coaching and managing teams virtually. According to a survey conducted in 2014, more than 70 percent of participants reported improvement in their job performance and business impact.

## Advancing an Inclusive, Diverse Environment

Diversity forms the foundation of our Accenture culture and through our diversity, we are truly able to understand and be relevant to our clients. As a leader in inclusion and diversity, our people represent a tremendous variety of backgrounds, cultures, ethnicities, beliefs and languages. The rich diversity of our people makes Accenture stronger, smarter, more innovative and a better-performing company across all dimensions.

While we are proud of our continued progress, we recognize the ongoing opportunity to evolve our programs and increase the diversity of our workforce. Advancing our culture of inclusion and diversity is a business imperative. With this in mind, we strive to keep pace with the changing needs of all of our people, addressing the obstacles that may stand in the way of their success and providing them with opportunities for rich and rewarding career experiences.

In 2014, *DiversityInc* named Accenture the [Top Company for Global Diversity](#), calling us a pioneer of the virtual workplace and a leader in creating inclusive workplaces worldwide. We were also honored as No. 1 on *Diversity MBA's 50 Out Front for Diversity Leadership* list for our commitment to support

## FOCUSING ON VETERAN INITIATIVES

In North America, hiring veterans is a top priority, and as part of our expanding efforts to support veterans' employment, we look for opportunities to help them transition into the workplace in the United States and Canada. For example, we partner with Canada Company, True Patriot Love and the Veteran Transition Advisory Council to provide consulting expertise and connect our clients and partners so they can support initiatives that assist Canadian service members to transition from military service to the private sector. In addition, our people volunteer their time and energy to consult, mentor and participate in these initiatives, and we actively recruit veterans through a Military Recruitment microsite.

the advancement of women and people of color into senior leadership positions, and as No. 1 on [LATINA Style 50](#).

Our leaders around the world, including members of our Global Management Committee who reside on the [Accenture Diversity Council](#), have helped shape our five Inclusion & Diversity global priorities: women; lesbian, gay, bisexual and transgender (LGBT); persons with disabilities; cross-cultural diversity; and ethnic diversity.

### Women at Accenture

Attracting, retaining and advancing women is critical to being a high-performance business, and the number of women working at Accenture continues to grow—crossing the 100,000 mark in fiscal 2014, when women accounted for:

- Approximately 36 percent of our global workforce and 37 percent of new hires.
- Seventeen percent of Accenture Leadership, which comprises our approximately 5,300 managing directors, senior managing directors and members of the Global Management Committee.
- Thirty-three percent of the external members of Accenture's Board of Directors.



# 36%

Percentage of women in our global workforce in fiscal 2014

To support their goals and aspirations, we strive to provide an environment and culture that develops women, empowers them and enables them to thrive. Our programs and initiatives for women feature training opportunities, mentoring programs, networking and celebrations, including:

- Our "Women in Leadership" and "Women in High Performance" courses, which help female managers develop their skills, and were offered in a virtual environment for the first time in fiscal 2014, making the training more accessible to more than 300 women.
- Annual [International Women's Day](#) celebrations, which commemorate this UN-designated day aimed at recognizing women's contributions to the world's economy. In fiscal 2014, Accenture employees, clients, alumnae and recruits in 246 locations and 43 countries participated in our 10th consecutive year of [International Women's Day events](#).
- In fiscal 2014, we extended our virtual [Defining Success Forums](#) to an external audience for the first time and reached nearly 3,000 of our people and recruits across events featuring women leaders who shared their personal career journeys.

### Lesbian, gay, bisexual, transgender equality

Our goal is to create a culture of acceptance where our people can feel comfortable, be themselves and, as a result, be productive. To that end, we maintain recruitment, promotion and retention policies and guidelines, including

## BRINGING TOGETHER WOMEN IN INDIA

Unique to both our company and the industry, the [Vaahini network](#) is an Accenture-sponsored virtual community of more than 76,000 women professionals in India and across industries. Vaahini aims to bring women together—in person and online—so they can benefit from perspectives and insights from women achievers and experts and accelerate career growth. The community offers a rich suite of content, including interviews, articles, question-answer features, blogs and networking opportunities. It also enables women professionals to connect, learn, debate and discuss online.

providing access to specialized professional development and mentoring, that make us one of the most inclusive and progressive companies in the world for lesbian, gay, bisexual and transgender (LGBT) people.

Highlights of fiscal 2014 initiatives included:

- We maintained [global LGBT programs and networks](#) across 24 countries and grew our [LGBT Ally Program](#) to nearly 3,700 members who act as catalysts for inclusion and raise awareness for LGBT equality.
- More than 40 events were hosted during our annual global celebration of LGBT Pride Month, including a webcast in North America that brought together 2,500 clients, employees and leaders across 46 locations to raise awareness and tackle inclusion and diversity topics in real time.



In fiscal 2014, as part of International Women's Day, Accenture women celebrated in Abu Dhabi and at events around the world.

## Persons with disabilities

We seek to cultivate an environment that supports Accenture people with disabilities and in which they have the resources to excel in their careers. We now have disability-related support networks in Canada, France, India, Japan, Latin American countries such as Argentina, Brazil, Colombia and Venezuela, and the United Kingdom and the United States. Our network of [PwD Champions](#)—who organize local collaboration, mentoring and awareness-building activities for [persons with disabilities \(PwD\)](#), caregivers and colleagues—comprises more than 2,500 Accenture employees.

Highlights in fiscal 2014 included:

- Five of our key information and reporting tools underwent a comprehensive accessibility audit against the [recognized global standard](#) for Web content accessibility, accomplishing our goal to review these tools and establish plans for remediation. By the end of 2017, we aim to reach 100 percent accessibility across key portals by ensuring sites are optimized for current and future employees with disabilities.
- Assistive Technology solutions, including screen readers, Braille keyboards, voice-activated software and other options that can help ease access issues so that people with disabilities can make fuller use of Accenture technology, which is now available globally.

## IMPROVING ACCESSIBILITY FOR PERSONS WITH DISABILITIES IN BRAZIL

In Brazil, our PwD program has improved the accessibility in Accenture offices. As part of our ongoing initiative, our leadership in Brazil focuses on developing PwD employees by understanding where their skills are best suited, working with our technology teams to improve accessibility, and establishing a team to support and resolve any challenges.

## Cross-cultural diversity

With more than 323,000\* people serving clients in more than 120 countries, understanding how to work in a cross-cultural environment and valuing the diversity of different cultures are essential factors to being successful at Accenture. We equip our people with the resources and information they need to work effectively across cultures, either virtually or face to face.

To help Accenture people learn how to work effectively across different cultures or overcome the challenge of quickly assimilating into a new cultural environment, we provide access to more than a dozen global training courses on cross-cultural awareness. In fiscal 2014, we introduced a new online training; created a new customizable workshop "Working with Country X, Meeting in a Box Series"; and expanded mobile-optimized country cards, which offer information and advice on business etiquette and how to work with and in different cultures. We also expanded our network of [Cross-cultural Champions](#) worldwide.

## Ethnic diversity

Understanding the diversity of opinions that may be influenced by a variety of ethnic and cultural backgrounds improves the way we work together as a team everyday. Local offices around the world drive initiatives and programs to support our various ethnic groups and help them build strong networks, both within Accenture and the broader community.

In North America, our Employee Resource Groups, Talent Acquisition team and leadership sponsors collaborate to drive initiatives that help our people build strong networks and promote inclusion and diversity through education, awareness, professional development and thought-leadership activities. We maintain close relationships with professional associations and universities dedicated to specific ethnic groups, as a recruiting channel and as an outside opportunity for our leaders to help build a better future. For example, Accenture forged new relationships in fiscal 2014 with the Hispanic IT Executive Council and the IT Senior Management Forum, which support Hispanic-American and African-American leaders in technology.

## Inclusion & Diversity training

Our [Inclusion & Diversity training](#) helps Accenture people develop a greater sensitivity to the opportunities and challenges of working in an increasingly dynamic, global and diverse organization. We have executive-level training, because leaders must be part of leading a diverse workforce, as well as all-employee training, to foster leaders at all levels. We have trained thousands of our people across a broad spectrum of customized learning and development programs including:

- **Leading a Diverse Workforce**—More than 5,200 executives have participated in the training program since its inception in 2005.
- **Maximizing Performance: Developing High Performing Women**—Since its introduction in 2003,

## CONVENING DIVERSE LEADERS IN THE UNITED STATES

In fiscal 2014, three African-American and Hispanic-American Executive Summits were held in Atlanta, San Antonio and Washington, DC. The events brought together hundreds of high-performing African-American and Hispanic-American executives on a variety of topics, such as career advancement, networking and advancing Accenture's Inclusion & Diversity strategy.

more than 1,700 women executives have participated in this invitation-only course aimed at top-performing managers who are at a critical point in shaping career goals and are focused on progression toward senior leadership roles.

- **Driving Stronger Performance and Excelling in High Performance**—These two multi-month courses convene ethnically diverse employees as a community of professionals to discuss what it takes to build and grow successful careers and excel as leaders at Accenture. Course participants receive one-on-one coaching with an external coach, access to a comprehensive Web curriculum, individual feedback and group instruction via a live training session and follow-up conference calls.

## Supporting Engaging Employee Experiences

In addition to developing talent and advancing an inclusive and diverse environment, we support employee experiences that help our people thrive through an engaging work environment where they can hone their talents and work toward their aspirations. Ways we do this include enabling work/life integration, protecting the health and safety of our people, and rewarding innovative solutions.

### Enabling work/life integration

For our business to be performing at its highest levels, our people—our greatest asset—need to be performing at their highest level. To do that, we aim to help our

people strike the right work/life integration. As part of this effort, offerings range from flexible work arrangements that minimize travel to financial management seminars to wellness activities. Our US benefits center focuses on our peoples' holistic well-being, addressing their physical, financial and emotional health, as well as that of their families. The reason: health assessments suggest that employees who are able to integrate their priorities—at work and at home—are more engaged in both their work and in their professional life.

In fiscal 2014, program highlights included:

- Continued enhancements to our wellness programs to focus on meeting our people where they are and with what they need. In some countries, we began using mobile apps and Bluetooth® devices that track fitness and nutrition habits. We also offered online workouts to all our people that can be accessed anywhere, anytime.
- A new forum in the United States to give a voice to working parents, as we focused on ways to increasingly support our new mothers and our new fathers.
- Continued the fifth year of a global wellness forum and offered global wellness seminars that focused on managing stress, choosing happiness and teamwork.

While our benefits always meet the legal requirements of the countries in which we operate, we also strive to meet our peoples' needs beyond legal requirements. For example, in the United States, we offer access to medical benefits for life partners as well same sex

partners and, in Brazil, Costa Rica and Portugal, we provide paternal leave for same sex partners.

## Protecting health and safety

Protecting the health and safety of our people, contractors and guests represents an important aspect of our commitment to human rights. To that end, we have global internal standards for safety and security, and also maintain our OHSAS 18001:2007 certification—a standard for occupational health and safety—in Brazil, Ireland, Spain, the United Kingdom and our largest site in Bangalore, India.

In light of our continued growth, we focus on continually ensuring global adoption of our safety and security processes. This involves strengthening early monitoring and measurement to identify risks, such as those related to safety, security, health, travel and business continuity. We also support geographies currently working toward OHSAS 18001 certification. Additionally, we have updated several of our processes and technologies to align them with internationally accepted standards. These include global processes for the safety and security of persons with disabilities, which have been written and reviewed by external industry experts.

In addition, our Global Asset Protection (GAP) team is responsible for providing security to our people in locations around the world to maintain business continuity. GAP provides aid for employees in need of emergency assistance in the course of their work or business travel

and awareness for all of our people traveling to high-risk countries. Together with Accenture Workplace Services, GAP maintains a 24x7 Global Watch program to assist our people with security risks and health advice. In fiscal 2014, we added additional medical and security resources to increase response and focus on the health safety of our personnel.

## Rewarding innovative solutions

Through a variety of awards, such as the Accenture Inventor Award Program, we recognize the innovative solutions our people bring to clients. These awards offer financial rewards and recognition and demonstrate Accenture's commitment to turning ideas into world-class business solutions. In particular, the Invention of the Year competition recognizes the patented assets that fuel Accenture's growth and are critical to building Accenture's competitive advantage.

Since its launch in 2006, the Inventor Award Program has presented more than US\$3 million in cash awards and other recognition to more than 1,500 employees who filed a patent application and/or had a patent examined and granted. In fiscal 2014, more than 270 Accenture inventors from 15 countries were honored on Accenture patent applications and/or issued patents.

## SOURCING FEEDBACK ON THE EMPLOYEE EXPERIENCE

We are working to truly understand what is important to our people and what they desire in the employee experience. To do this, we use crowdsourcing so everyone can participate in providing feedback and ideas. We plan to continue this in fiscal 2015 and will report updates and progress in the next report.

In addition, through annual global Engagement Pulse Surveys and our Human Capital Assessment, we assess how our people perceive their overall career experience with Accenture, and invite them to share what they think the company is doing well and what could be done better. Accenture encourages active and ongoing dialogue with our people, through online live events, social media and mobile technology. Our people also connect, ask questions and share ideas using our internal social networking application and a collaborative environment that helps them find experts and information.

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## The Path Forward

In fiscal 2014, we received roughly 2 million resumes and hired nearly 80,000 people. As we grow, we want to continue to be known as one of the top employers of choice on the planet. We will continue to build differentiated skills at scale, empower people at all levels to serve as leaders and underscore diversity as a business imperative.

By the end of fiscal 2015, we plan to have 50 Connected Classrooms and grow that number to more than 100 by the end of fiscal 2016. In addition to Careers Marketplace, we will change how we manage career moves “behind the scenes,” making it faster and easier for our people to make a career move by updating related policies and guidelines, and streamlining our processes. We will continue to customize our talent development programs that deepen employee specialization—and improve technology with our various reporting tools and programs so that they are able to be used by people of all abilities.

It is our ambition to be the most inclusive and diverse organization in the world; we see this, simultaneously, as one of our greatest opportunities and one of our greatest challenges. To improve diversity, it is our goal to have at least 40 percent women new hires by fiscal 2017. We will build specialization through active, professional communities and create unique, tailored experiences to excite, motivate and delight our people. We will continue to invest in our people, so they have the skills, tools, technology and support needed to find purpose in their work and serve our clients at the highest level.



"Accenture's Diverse Supplier Development Program has been invaluable to me as CEO. It's given me confidence, and I can see the improved impact on the growth of the business."

**Gill Thorpe**  
The Sourcing Team

# Supply Chain

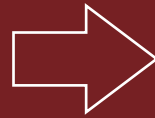
As a company with a multi-billion dollar global supply chain, Accenture has a significant opportunity to use our procurement organization to create long-term value for our clients and promote sustainable and inclusive business practices among our network of suppliers and within their communities around the world.

Accenture Procurement leaders Srikant Rao and Marianne Schoenig meet waste-pickers in Ahmedabad, India. Accenture and the Self-Employed Women's Association are supporting a growing number of waste-pickers to improve their livelihood prospects.

# Goals and Progress

## SUPPLIER SUSTAINABILITY:

In fiscal 2014, we plan to create a new long-term target for our procurement spend that will consider environmental, social and governance factors in our purchasing decisions.



## PROGRESS:

In fiscal 2014, we updated our procurement systems to require additional information to further the extent to which environmental, social and governance factors are weighted in our procurement decision-making process across all six procurement categories globally.

## UPDATED:

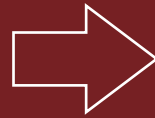
By the end of fiscal 2016, all of our geographic Procurement teams will include environment, social and governance performance of prospective suppliers as a weighted factor for purchasing decisions in the categories with the largest sustainability impact (IT, travel and workplace/facilities).



# Goals and Progress

## SUPPLIER INCLUSION AND DIVERSITY:

By the end of fiscal 2014, we plan to develop at least 100 small, medium and diverse suppliers through our Diverse Supplier Development Program—a number that will rise to 170 by the end of fiscal 2016.



## PROGRESS:

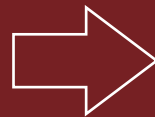
By the end of fiscal 2014, 98 diverse suppliers had graduated or were in the process of completing the Diverse Supplier Development Program, a number that has steadily increased since we launched the program in fiscal 2008.

## UPDATED:

By the end of fiscal 2016, we will develop a total of 170 small, medium and diverse suppliers through our Diverse Supplier Development Program.

## SUPPLIER INCLUSION AND DIVERSITY:

By the end of fiscal 2016, we aim to expand our Supplier Inclusion & Diversity program to include a minimum of 20 countries.



## PROGRESS:

By the end of fiscal 2014, we expanded our Supplier Inclusion & Diversity program to include 16 countries.

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## Our Supply Chain Strategy

Supplier sustainability, inclusion and diversity are key components of our procurement strategy—and central to our vision to improve the way the world works and lives.

Specifically, we focus on:

- **Maintaining Adherence to Our Supplier Standards of Conduct**—We embed environmental, social and governance factors into our purchase–decision and supplier relationship management processes.
- **Driving Supplier Sustainability**—We take a collaborative approach to advance sustainability practices in our supplier network across our six primary procurement categories: contractors; HR and professional services; IT and telecom; marketing and communications; travel; and workplace services and facilities.
- **Advancing Supplier Inclusion and Diversity**—We promote the integration of more small, medium and diverse enterprises into our global supply chain and help them develop, fostering more inclusive economic development.
  - **Integrating Diverse Suppliers**—We implement various initiatives to diversify our supply chain worldwide with a focus on small and medium-sized enterprises and businesses owned by women, persons with disabilities, ethnic minorities and lesbian, gay, bisexual and transgender persons.
  - **Developing Diverse Suppliers**—Our Diverse Supplier Development Program offers classroom learning experiences and a mentoring program model that pairs senior Accenture executives with diverse suppliers to help them grow their own businesses.

## Maintaining Adherence to Our Standards

Our leaders, people, clients and partners increasingly want to know where and how the goods and services we buy were created or sourced and that the procurement process was managed responsibly. To manage these complex and cross-cutting issues of transparency and traceability, we are constantly challenged to evolve and maintain adherence to our procurement processes and standards.

### Supplier Standards of Conduct

We set high standards for the way we conduct business, and we expect our suppliers across all six of our procurement categories (contractors; HR and professional services; IT and telecoms; marketing and communications; travel; workplace and facilities) to uphold them as well. Accenture's [Supplier Standards of Conduct](#) are key to securing our suppliers' commitment through our Global Procurement sourcing and contracting process. The Standards, published in 14 languages, include compliance with all applicable laws and regulations, supplement our [Code of Business Ethics](#), and reflect our core values and commitment to the [United Nations Global Compact](#). As our Code of Business Ethics evolves to reflect changes in the business world, we update our Standards to align with these revisions. All new supplier agreements with Accenture are required to include a signed commitment to uphold our Supplier Standards of Conduct, or an equivalent statement.

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## TOP 10

Recognized on *DiversityInc's* Top 10 Companies for Supplier Diversity

## Business practices vetting and onboarding processes

Through questions about labor, ethics, business continuity and environmental practices in our Requests for Proposals (RFPs), we strive to understand how potential and existing suppliers operate responsibly. All RFPs are required to include a questionnaire on environmental practices. Once a supplier has agreed to our [Supplier Standards of Conduct](#) and begins work, Procurement performs financial and background checks in order for the supplier to achieve and maintain preferred status with Accenture.

Additionally, we pay particular attention to any suppliers who have access to confidential and personal data by taking separate due diligence steps. We work with our suppliers to resolve any issues that arise during our reviews, and will take action, including termination of contracts if necessary, if no acceptable resolution is found.

In fiscal 2014, we further extended our business vetting process to require extensive, robust internal approvals before we engage with vendors. The Global Procurement Risk Management Program is supporting the business in defining these required controls before supplier onboarding to optimize and complete proper due diligence and approval processes prior to engaging with suppliers.

Finally, we require all subcontractors and other supplier personnel who need an Accenture e-mail address and identity (ID) credentials to complete compliance training on information security, data privacy and ethics (except where restricted due to local laws).

## Driving Supplier Sustainability

Of our six primary procurement categories, we focus on those that create the greatest environmental impact from our suppliers: IT, travel, and workplace services and facilities.

In prior years, Procurement included environmental questionnaires in virtually every Request for Proposal (RFP) issued to potential and existing suppliers. Moving forward, we aim to more critically assess environmental, social and governance factors in determining our purchasing decisions. This will help in achieving our [2020 environment goal](#) to measure and report on the impact of our work in key areas of sustainability—not only with clients, but with our suppliers as well. For suppliers, this underscores the expectation that they must operate responsibly and demonstrate that their environmental, social and ethical business practices align with ours.

### Update: Supplier sustainability strategy refresh

In fiscal 2013, we took the opportunity to refresh our global supplier sustainability strategy concurrent with a similar update to our [environmental strategy](#). As part of the program implementation, during fiscal 2014 we piloted the use of supplier dashboards within our supplier relationship management process. These dashboards are an important tool to support our goal to include environment, social and governance performance as a weighted factor for purchasing decisions across our geographic Procurement teams. They allow Accenture's sourcing teams to track suppliers' sustainability and inclusion practices as part of their routine discussions.

## CDP partnership

As part of our multi-faceted relationship with CDP, we use its tools to promote engagement and sustainable business practices with our suppliers. As a corporate member of [CDP's Supply Chain program](#), each year since 2010 we have invited a targeted group of our suppliers to voluntarily respond to its Supply Chain self-assessment questionnaire.

## We more than doubled the number of our suppliers we invited to participate in CDP's Supply Chain program

In 2014, we more than doubled the number of our suppliers we invited to participate, and more than 64 percent responded—well above CDP's average of 52 percent. In addition, the number of our invited suppliers who disclose their CDP responses publicly has doubled, from 25 in fiscal 2013 to 50 in 2014. We believe this kind of disclosure is an important first step for our suppliers in managing their sustainability performance, and we are encouraging more and more of them to advance their transparency, benchmarking and accountability by public disclosure wherever possible.

Accenture then helped devise insights and write the report, "[Supply Chain Sustainability Revealed: A Country Comparison: CDP Supply Chain Report 2014-2015](#)." The report analyzed data from nearly 3,400 companies; for the first time, CDP and Accenture analyzed this data at the national level to assess the relative climate risk faced by supply chains in 11 key markets, the preparedness of these supply chains to manage these risks, and the propensity of suppliers to work with their customers to reduce risk and seize

climate opportunities. Key findings show high levels of climate risk in key supply chains and inadequate supplier response, but that opportunities exist for collaboration and high-return investment, particularly in developing economies. The global picture shows an increasing level of climate risk management within supply chains, which in turn is generating better climate risk outcomes.

## Fostering innovation in our supply chain

Accenture also convenes and participates in marketplace events that promote innovation through sustainable procurement. Encouraging innovation in procurement includes finding solutions that best meet needs for performance and costs of products and services while simultaneously generating positive environmental or societal impacts.

Through our partnership with WEConnect International in Nigeria, we are helping to create opportunities for women-owned businesses in a country where such diverse businesses are significantly under-represented in the market. In 2014, Accenture hosted workshops for 30 women entrepreneurs to learn about the importance of innovation in business and how to build a corporate culture that embraces innovation through activities such as events and workshops. This type of education is intended to help improve the chances for long-term growth of these businesses and increased economic activity in their communities.

Another innovation, this time in [energy management](#), was the result of a sourcing opportunity that emerged from our client engagement with Philips. In the Philippines, our procurement teams managed the purchase of more than 32,000 Philips light-emitting diode (LED) tubes to improve the energy efficiency and reduce the environmental impact of our office lighting. By August 2014, all Accenture offices in the Philippines had converted to LED lighting.

## Advancing Supplier Inclusion and Diversity

Accenture is deeply committed to inclusive procurement practices to create long-term value for our clients and our communities. We focus on minority- and women-owned businesses and those owned by persons with disabilities (PwD), and lesbian, gay, bisexual and transgender (LGBT) persons.

Our [Supplier Inclusion & Diversity program](#) generates a broader choice of suppliers, including complementary skill sets from our project contractors and access to the most innovative, responsive and cost-competitive supply solutions for our clients and stakeholders. By providing access so small, medium and diverse companies can better participate in the marketplace, we create a multiplier effect that adds more jobs, more revenue and more vitality in communities across countries. In fiscal 2014, *DiversityInc* recognized our efforts by including us on its [Top 10 Companies for Supplier Diversity](#) list.

One of the challenges in gauging the effectiveness of our supplier inclusion and diversity programs is the need to adopt robust measurement systems with consistent standards for diversity. We have been able to track our diverse procurement spend most consistently in the United States, and we have been pleased to maintain a rate of 27 percent of total procurement spend with diverse suppliers over the last three years, even as our total spend decreased. We are exploring ways to expand the reporting of diverse and/or SME spend in other countries including Australia, Brazil, Canada, China, India, Ireland, the Netherlands, South Africa and the United Kingdom.

In addition to our own Supplier Inclusion & Diversity program, we encourage our suppliers to adopt inclusive practices themselves. We currently deploy a variety of methods across our geographies to help us monitor our suppliers' inclusion and diversity practices. For example, in the United States, our procurement contracts include language requiring our suppliers to make a good faith effort to engage diverse suppliers in their supply chains and asking them to report to us about their progress on a regular basis.

### Developing diverse suppliers

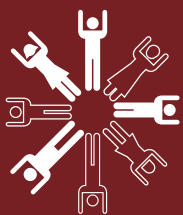
Accenture's [Diverse Supplier Development Program \(DSDP\)](#) is a key component of our commitment to developing and expanding relationships with minority, women-owned, PwD and other diverse businesses. DSDP represents a strategic sourcing strategy and a competitive differentiator for Accenture and our clients. The formal, 12- to 18-month program pairs senior Accenture executive "mentors" with diverse supplier "protégé" companies to help them grow their own businesses. In turn, we, our clients and our communities benefit from their innovative contributions.

We launched DSDP in the United States in 2006 and celebrated the graduation of its fourth class in fiscal 2014. Through the years, we have expanded the program's geographic footprint as well as the composition of our protégé classes; for example, the last three classes included lesbian, gay, bisexual and transgender (LGBT)-owned businesses. By the end of fiscal 2014, 98 diverse suppliers had graduated or were in the process of completing the program, per our goal—70 in the United States, 17 in Canada and 11 in the United Kingdom.



# 27%

Percentage of our total procurement spend with diverse suppliers in the United States during fiscal 2014



98

Number of small, medium and diverse suppliers developed through our Diverse Supplier Development Program between fiscal 2008 and 2014

In fiscal 2014, we conducted a DSDP graduate survey in the United States to measure satisfaction with the program. We received an overall positive evaluation score of 90 percent, indicating that protégé companies found the materials appropriate, relevant to their businesses and implementable.

In addition to the suppliers reached through DSDP, a few hundred diverse suppliers, including those in India, Mexico, the Netherlands, Nigeria, South Africa and Turkey, have benefitted from other development initiatives such as classroom sessions and executive mentoring support.

### Mentorship and training around the world

We strive to help transform the lives of people around the world by offering other mentoring programs that engage and help develop their entrepreneurial talent. In Canada, for example, Accenture actively guides organizations, including clients, in developing mentorship programs inspired by Accenture's DSDP. In 2014, Accenture was awarded for our efforts with the [Canadian Aboriginal & Minority Supplier Council](#)

Collaboration Award. We also support the development of small, medium and diverse enterprises with initiatives such as training programs in collaboration with [WEConnect International](#) and **Skills to Succeed** in a growing number of countries.

### A more inclusive supply chain

Our focus is expanding as the definition of inclusion evolves around the world. For example, in response to new local legislation, Accenture in the Netherlands established a business roundtable in fiscal 2014 to help companies incorporate broader criteria for persons with disabilities (PWD) into their operations. The roundtable aims to create programs within businesses that enhance opportunities for more PwDs to engage in local workforces and supply chains and to measure their progress.

We believe that by providing opportunities for diverse and women-owned businesses, we adopt smarter operations, enabling us to cast a wider net and tap a larger pool of latent talent. More-inclusive and demographically representative supply chains help Accenture and our clients generate services and products that are relevant to the diverse global community we serve.

### DEMONSTRATING THE IMPACT OF DSDP

Approached with a two-year, US\$100-million opportunity to completely reconfigure a prospective client's SAP system, Accenture turned to one of our preferred suppliers, a former DSDP protégé company, to co-bid and ultimately win the long-term contract. Partnering with the Hispanic-owned, Michigan-based supplier gave Accenture several advantages: our combined reputation for quality, transparency and added value plus the close relationship the supplier already had with the prospect, also Michigan-based. The supplier attributes its strong networking ability to lessons learned through DSDP.

A minority-owned company, w3r Consulting has become a primary technology delivery partner for a large US health insurance organization looking to enhance its actuarial data mart. Also an Accenture preferred supplier and a former DSDP protégé company, w3r partnered with Accenture to pursue and win the new project together.



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We are integrating small, medium and diverse enterprises into our global supply chain and helping them develop their businesses, thereby generating broader supply choice for our clients and our communities

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### Integrating persons with disabilities into our supply chain

Across our geographies, Accenture Procurement looks for opportunities to collaborate with local initiatives to engage more persons with disabilities (PwD) in recruitment and procurement opportunities.

For example, in Ontario and New Brunswick, Canada, Accenture contracts with Topnotch Employment Services to provide staffing for some of our clients' busiest call centers. Topnotch is the only Canadian Contractor Exchange vendor actively placing differently-abled individuals and persons with visible or non-visible disabilities—and it consistently outperforms larger BPO firms.

### Integrating women-owned businesses into our supply chain

We work with women entrepreneurs across the range of our six procurement categories. In India, for example, Gradus Engineers is a WEConnect International-certified business that has improved indoor air quality

on Accenture's work floors with no additional energy consumption. A project to install ultraviolet energy lights is curbing the growth of micro-organisms and providing cleaner air in a number of our facilities in India.

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## 7

Number of consecutive years named to Women's Business Enterprise National Council's list of Top Corporations

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Our accomplishments have been recognized, including by the [Women's Business Enterprise National Council](#) in the United States, which in 2015 named Accenture among its Top Corporations for Women's Business Enterprise for the seventh consecutive year.

### Partnering with WEConnect International

We co-founded and serve on the board of [WEConnect International](#), which empowers women to succeed in global markets. In 2014, Accenture was recognized at the WEConnect International in China Conference as a WEConnect International Best Corporate Supporter.

Accenture operates programs for leveling the procurement field and integrating more women-owned enterprises into its supply chain in 12 countries across all continents in close collaboration with WEConnect International. In 2014, we supported WEConnect International in countries including Australia, Brazil, Canada, China, India, Indonesia, Mexico, the Netherlands, Nigeria, South Africa, Turkey and the United Kingdom.

For example, partnering with WEConnect International in Nigeria and a financial services client, in 2014 Accenture supported three Business Innovation Training workshops, each attended by dozens of women entrepreneurs. We were also selected as technical and knowledge partner by one of our Resources clients and WEConnect International to deliver four additional workshops across Nigeria. We trained 20 women business owners in WEConnect International Academy modules on business strategy.



Nigerian women entrepreneurs with certificates following Business Innovation Training delivered in conjunction with WEConnect International at Accenture's Lagos office.

Accenture's Procurement and Corporate Citizenship teams are engaged in supporting WEConnect International in Brazil via advocacy in a number of marketplace events and supporting women-owned businesses to compete in sourcing events.

Through WEConnect International, women-owned businesses can also receive one-on-one evaluation to certify that they are indeed business-ready. Mamma Bella, a 20-year-old, women-owned catering services firm in Mexico, sought WEConnect certification in 2013. As a result of the certification, Mamma Bella has significantly expanded its corporate catering business in 2014—it now lists Accenture in Mexico as one of its corporate clients.

## EMPOWERING WOMEN IN INDIA THROUGH SEWA

SEWA (Self-Employed Women's Association) Gitanjali, a cooperative of women stationery producers who were formerly waste-pickers, provides products such as printed note pads and spring files made from recycled paper to Accenture and other corporations. Through our **Skills to Succeed** initiative, we partner with other industry supply chain professionals to impart crucial production and business skills to SEWA members, including support to open up market linkages. In fiscal 2014, the SEWA Gitanjali Cooperative increased its productivity, earnings prospects and product range. The cooperative employs a steadily rising number of women who now have prospects to substantially increase their incomes. Giftlinks is a WEConnect-certified, women-owned business and a long-standing merchandise supplier to Accenture in India. Its service offerings include distribution of certain SEWA products.

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## The Path Forward

As a global company with a far-reaching supply chain, we have the opportunity and commitment to drive responsible, sustainable and inclusive business practices in the marketplace. On our path forward, we are taking steps to measure and report the impact of our work with clients and suppliers in key areas of sustainability.

We have also set a new long-term target for our procurement spend that considers environmental, social and governance factors in our purchasing decisions. We recognize and continue to address the challenges posed by the need to embed sustainability considerations within all of our sourcing processes, everywhere we operate.

Looking forward, we are expanding our sights in two areas, and where market conditions allow. The first area is impact sourcing, purchasing services from people who have limited opportunity for sustainable employment, often in low-income areas. The second area is social enterprise, supporting businesses driven by a social or environmental purpose beyond profit-making. These businesses reinvest their trading surpluses into the social cause that provides their reason for existing.

At Accenture, we are constantly challenged to embed supplier sustainability, inclusion and diversity into our procurement processes in a way that supports—rather than competes with—other business priorities, such as ensuring availability of resources and controlling costs. By establishing metrics, prioritizing and tracking issues as they arise, and evolving our strategy to address environmental and societal impacts, we will continue to enhance our supply chain sustainability performance within our wider business goals.

"This year, we are again renewing our commitment to the 10 principles of the United Nations Global Compact, which we signed in 2008. We continue to support the UNGC's efforts to advance corporate citizenship and sustainability, while promoting the social legitimacy of businesses and markets. These efforts are well aligned with our core values and our brand, and matter deeply to our people and our leadership team."

**Pierre Nanterme**  
Chairman & CEO

# About This Report

Our 2014 Corporate Citizenship Report, "Making a Measurable Difference," details the impact we made across each of the five pillars of our corporate citizenship reporting strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain. The report explores our corporate citizenship goals, progress and performance across our global operations during fiscal 2014 (ended August 31, 2014) unless otherwise noted. Our previous report from fiscal 2013 is available on [accenture.com](http://accenture.com).

## Our Approach

Transparency and accountability are priorities for Accenture, and we continually take steps to strengthen our reporting approach. We do this through continued stakeholder engagement and adherence to various global reporting standards.

We use [Global Reporting Initiative \(GRI\) G3 Guidelines](#) as a foundation for our reporting approach and self-declare this report at Application Level B, as checked by GRI.

The report serves as our sixth Communication on Progress to the United Nations Global Compact, which we signed in 2008, and it documents our progress as a member of [Global Compact LEAD](#), which focuses on raising sustainability performance. As a LEAD member, we are committed to work toward implementing the [Blueprint for Corporate Sustainability Leadership](#) and sharing related outcomes and learnings with the broader universe of companies in the Global Compact.

We continue to be transparent in reporting our non-financial performance each year through our Corporate Citizenship Report, the [Dow Jones Sustainability Index](#), [FTSE4Good Index](#) and by responding to [CDP](#)—specifically, to its Investor Program since 2007 and its Supply Chain Program since 2009. Our most recent CDP report is available on [accenture.com](#).

More information about our global corporate citizenship activities, including our comprehensive [GRI Index](#) and [UNGC Index](#), is available on [accenture.com](#). Additionally, current financial information about Accenture can be found in our recent 10-K and Proxy Statement on [accenture.com](#).

We welcome your [feedback](#).

## Performance Metrics

A number of Accenture teams recommend the performance metrics and goals provided in this report. We vet the information with an internal controls process, including senior leadership, to ensure it provides a meaningful and balanced representation of Accenture's non-financial performance.

Our reported carbon data is prepared using methods based on the [Greenhouse Gas \(GHG\) Protocol](#), the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions. Accenture is a member of the [World Business Council for Sustainable Development](#), one of the founding partners of the GHG Protocol.

For our fiscal 2014 carbon emissions data, an independent third party provided a limited assurance review of our corporate GHG emissions inventory in accordance with the ISO 14064-3 International Standard, and issued a positive [assurance statement](#).

Additionally, our performance management systems provide a single database for efficient tracking and monitoring of our activities. They also provide timely and accurate detail and analysis that enable us to monitor and track progress against our corporate citizenship objectives.

Finally, unless otherwise noted, all metrics are global in scope, consistent with previously reported figures and cover those of our consolidated entities. Accenture Foundations refers to independent charitable organizations that bear the Accenture name.

## Stakeholder Engagement

Fostering a dialogue with key stakeholders is an important part of our reporting process. We actively engage internal and external stakeholders in discussions regarding our goals, our progress and our performance in an effort to improve our reporting.

Internally, our stakeholder engagement process is driven by a Transparency Steering Group—a cross-functional team of Accenture Leaders who inform and advise our non-financial reporting from their specific areas of expertise. Externally, we engage with representatives of clients and nonprofit partners who provide input on potential improvements to our report to further meet their expectations. In fiscal 2014, we expanded this group to have greater diversity across our both geographic regions and operating groups. We conducted a series of in-depth interviews with these stakeholders, and their valuable insight helped focus the content of this report, which is consistent with our Reporting Prioritization chart (at right.)

Further, through channels such as client satisfaction surveys and a global employee pulse survey, we solicit feedback throughout the year to stay abreast of broader stakeholder expectations. In fact, the vast majority of our people tell us that they expect Accenture to be a committed corporate citizen, and our clients regularly ask for information about our initiatives in this area.

## Reporting Prioritization

The following Reporting Prioritization chart is a visual representation of the most material issues—based on importance to our stakeholders and the current or future impact of our business—identified from our [stakeholder engagement process](#), focus groups with our people and recruits, and a survey of senior leadership.

Their input provided valuable information and insight to focus this as well as previous reports. We prioritize these topics based on their importance to our stakeholders and the current or potential impact to our business.

<b>High</b> <i>Important topics prioritized for disclosure</i>	<ul style="list-style-type: none"> <li>• Impact of Services and Solutions</li> <li>• Inclusion and Diversity</li> <li>• Corporate Governance</li> <li>• Ethics &amp; Compliance</li> <li>• Innovation</li> <li>• Talent Development</li> </ul>
<b>Medium</b> <i>Information tracked by management for performance improvement and disclosed to stakeholders where appropriate</i>	<ul style="list-style-type: none"> <li>• Energy Efficiency and Carbon Emissions</li> <li>• Sustainable Procurement</li> <li>• Community Giving, Engagement and Impact</li> <li>• Health, Safety and Security</li> </ul>
<b>Low</b> <i>Lower priority for disclosure</i>	<ul style="list-style-type: none"> <li>• Waste Management and Resource Use</li> <li>• Public Policy</li> </ul>

## United Nations Global Compact— Our Commitment to the 10 Principles

“Making a Measurable Difference” serves as Accenture’s annual Communication on Progress to the UN Global Compact. Our commitment is supported by the actions and initiatives detailed throughout this report. For further detail, reference our [UNGC Index](#).

### Human Rights Principles

#### Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

#### Principle 2

make sure they are not complicit in human rights abuses.

### Our Commitment

Accenture’s commitment to protecting human rights spans how we treat our people, our expectations of our suppliers and how we make a sustainable impact in the communities where we live and work. The respect and protection of human rights are at the heart of our core values, especially Respect for the Individual, Best People and Integrity. Our commitment is anchored in our Code of Business Ethics; our Supplier Standards of Conduct; and our global policies, including those that address data privacy, social media, harassment and the procurement of goods and services.

Protecting the health and safety of our people, contractors and guests represents an important aspect of our commitment to human rights. To that end, we have global internal standards for safety and security, and also maintain our OHSAS 18001:2007 certification—a standard for occupational health and safety—in Brazil, Ireland, Spain, the United Kingdom and our largest

site in Bangalore, India. In light of our continued growth, we focus on continually ensuring global adoption of our safety and security processes.

Beyond our people and our own operations, our commitment to protecting human rights is also rooted in the expectations we have of our suppliers. All new supplier agreements with Accenture are required to include a signed commitment to uphold our Supplier Standards of Conduct, or an equivalent statement. The Standards include compliance with all applicable laws and regulations, supplement our Code of Business Ethics and reflect our core values and commitment to the United Nations Global Compact, including human rights.

### Labor Standards Principles

#### Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

#### Principle 4

the elimination of all forms of forced and compulsory labor;

#### Principle 5

the effective abolition of child labor; and

#### Principle 6

the elimination of discrimination in respect of employment and occupation.

### Our Commitment

Accenture’s ongoing commitment to upholding labor standards—including freedom of association; elimination of forced, compulsory and child labor; and elimination of discrimination—is embedded in how we build relationships with our people and suppliers. This is articulated in our Code of Business Ethics to emphasize, among other things, diversity, corporate citizenship, teamwork and respect. Our commitment is reflected in our core values, especially Respect for the Individual, Best People, Integrity and Stewardship.

Our Conduct Counts culture-shaping effort, which launched in fiscal 2014, emphasizes our commitment to a robust ethical culture and a healthy work environment where our people are empowered and confident to speak up. Conduct Counts outlines the behaviors we expect from all Accenture people, which includes raising concerns with the knowledge that Accenture never tolerates retaliation. In addition to Conduct Counts, we require all of our people to complete at least one hour of mandatory Ethics & Compliance training on our Code of Business Ethics and Information Security annually.

Our Supplier Standards of Conduct and numerous policies (including harassment, procurement of goods and services, and reporting unlawful or unethical activity prohibition against retaliation) also address our commitment across our business operations and supply chain. In addition, our [Global Meritocracy policy](#) reinforces our labor standards and antidiscrimination commitment. Accenture also complies with local labor laws applicable to our relationship with our people.

Lastly, we support the [UN Global Compact Women's Empowerment Principles](#), which help the private sector promote gender equality in the workplace, marketplace and community. Such principles are very much in line with our own leadership and accomplishments on these issues.

## Environment Principles

### Principle 7

Businesses should support a precautionary approach to environmental challenges;

### Principle 8

undertake initiatives to promote greater environmental responsibility; and

### Principle 9

encourage the development and diffusion of environmentally friendly technologies.

## Our Commitment

At Accenture, fostering sustainable economic growth for our company and our stakeholders is at the heart of our environmental strategy, and it is central to our vision to improve the way the world works and lives.

Our environmental strategy comprises four areas—running efficient operations; working sustainably; enabling client sustainability; and providing insights to advance sustainability—and serves as a compass as we raise our ambition toward 2020 and beyond.

Environmental stewardship is ingrained in our [Code of Business Ethics](#) and our [core values](#), specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which our [Environment Steering Group \(ESG\)](#) established in 2007, updated in 2014, and reviews annually. Accountability for our environmental strategy starts with our [Chairman & CEO](#) and cascades through our business, to our [Chief Leadership Officer](#), [Chief Operating Officer](#) and Global Geographic Services Managing Director, and to their respective teams across Corporate Citizenship, Workplace Solutions and Environmental Operations.

We have a clear governance structure to drive performance toward our goals and to articulate roles and responsibilities for our environmental efforts. Our ESG meets quarterly to monitor our [environmental performance](#) and identify improvement areas. It also supports a dedicated subcommittee of our [Global Management Committee \(GMC\)](#)—the Accenture Corporate Citizenship Committee (ACCC)—in making strategic recommendations on our sustainability initiatives.

The ACCC comprises cross-functional leadership from Marketing & Communications, Human Resources and Legal. It approves major initiatives, including our carbon-reduction targets, and monitors our Environmental Responsibility Policy. At the same time, the GMC, ACCC, our Chief Leadership



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Officer, Chief Operating Officer and [Board of Directors](#)—which includes our Chairman & CEO—are accountable for our corporate objective of fostering environmentally sustainable growth.

## Anticorruption Principle

### Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

## Our Commitment

Strong corporate governance and ethics are key parts of Accenture's business strategy. They help make us a high-performance business, and are critical to the long-term creation of stakeholder value at Accenture. Our Code of Business Ethics reiterates that we have zero tolerance for corruption in any form. We encourage our people to speak up if they have a good faith concern about disrespectful or inappropriate conduct, or unethical or illegal behavior of any kind. We also stress that at Accenture, we have zero tolerance for retaliation against anyone who speaks up in good faith, and we clearly explain what "retaliation" means.

Our Code of Business Ethics and related policies require all of our people, business partners and suppliers to abide by the spirit and letter of all antibribery and anticorruption laws everywhere we do business. These include the U.S. Foreign Corrupt Practices Act, the Organization of Economic Cooperation and Development Convention on Combating Bribery of Public Officials in International Business Transactions, the UN Convention against Corruption, the UK Bribery Law and similar laws in many countries that prohibit bribery and corruption. We conduct annual compliance program reviews and periodic compliance risk assessments in all countries where we operate for each of our global compliance programs—Anticorruption, Anti-Money Laundering, Competition Law, Data Privacy, and Trade Compliance—to assess the effectiveness of these programs and identify emerging areas of risk.

Our global [Ethics & Compliance program](#), which includes our Anticorruption program, requires leaders across our business to collaborate to address the topics that are of highest risk and most relevant to our business. We expect every leader at Accenture—including our [Board of Directors](#); [Chairman & CEO](#); [General Counsel, Secretary & Chief Compliance Officer](#); and [Global Management Committee \(GMC\)](#) members—to advocate for ethics and compliance and be a role model of the highest ethical standards.

Our Board of Directors has delegated to the [Audit Committee](#) the responsibility for overseeing our legal and regulatory compliance, risk assessment and risk management, as well as oversight of our 24/7 Business Ethics Line, one of the channels by which our people are encouraged to report ethics or compliance concerns. Our Ethics & Compliance Program Charter grants our Chief Compliance Officer resources, authority and direct access to the Board (and Audit Committee) to report compliance matters outside the normal reporting schedule. This gives our Ethics & Compliance program a degree of independence from other parts of the business to mitigate any conflicts of interest.

Our Chairman & CEO plays a key role in establishing tone from the top. He visibly and frequently communicates on a number of issues related to ethics and compliance, including: we have zero tolerance for violations of law and for retaliation against employees reporting issues; and a strong ethics and compliance program is an essential part of being a high-performance company and in reaching our goals as a company.

Additionally, we are members of the [World Economic Forum's Partnering Against Corruption Initiative](#), which brings together business leaders, international organizations and governments through a universal commitment to having a zero-tolerance policy toward bribery and to developing, implementing and maintaining broad-based anticorruption programs.

## Accenture Corporate Citizenship Performance Data Table

The following table quantifies our progress since fiscal year 2010 on key indicators such as carbon emissions, women new hires and training spend. Unless specified, all metrics are global in scope, consistent with previously reported figures, and cover those of our consolidated entities. Accenture's fiscal year ends August 31.

<b>Accenture at a Glance<sup>1</sup></b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
	<b>US \$ thousands</b>				
Net Revenues <sup>2</sup>	\$21,550,568	\$25,507,036	\$27,862,330	\$28,562,810	\$30,002,394
Operating Expenses excluding reimbursable expenses	18,635,723	22,036,579	23,990,782	24,224,130	25,701,882
Operating Income	\$2,914,845	\$3,470,457	\$3,871,548	\$4,338,680	\$4,300,512
Global Headcount at fiscal year end (rounded) <sup>3</sup>	204,000	236,000	257,000	275,000	305,000
	<b>US \$ thousands</b>				
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
People Equipped with Skills to Get a Job or Build a Business (cumulative, rounded)	-	162,000	323,000	508,000	807,000
	<b>US \$ thousands</b>				
<b>Accenture Contributions By Region</b>					
Americas	\$2,725	\$6,519	\$7,408	\$10,344	\$12,703
Europe, Middle East, Africa	15,342	16,110	18,511	19,796	21,373
Asia Pacific	2,008	5,303	5,789	6,280	6,828
Accenture Development Partnerships-Global	9,008	9,683	10,175	10,728	12,355
<b>Total Accenture Contributions</b>	<b>\$29,083</b>	<b>\$37,616</b>	<b>\$41,883</b>	<b>\$47,148</b>	<b>\$53,259</b>
	<b>US \$ thousands</b>				
<b>Accenture Contributions By Type</b>					
Cash	\$9,025	\$13,516	\$12,862	\$13,917	\$14,833
In-Kind (Accenture Development Partnerships and pro bono consulting)	18,444	22,285	26,981	30,616	35,203
Time (Paid volunteering)	1,614	1,815	2,039	2,615	3,223
<b>Total Accenture Contributions</b>	<b>\$29,083</b>	<b>\$37,616</b>	<b>\$41,883</b>	<b>\$47,148</b>	<b>\$53,259</b>
Accenture Foundations Contributions <sup>4</sup>	\$5,043	\$6,890	\$11,616	\$12,911	\$15,907
<b>Total Accenture and Accenture Foundations Contributions</b>	<b>\$34,127</b>	<b>\$44,506</b>	<b>\$53,500</b>	<b>\$60,059</b>	<b>\$69,166</b>

## Accenture Corporate Citizenship Performance Data Table

<b>Accenture Contributions: Percentage By Region</b>		<b>Percent of Total</b>				
Americas		9%	17%	18%	22%	24%
Europe, Middle East, Africa		53	43	44	42	40
Asia Pacific		7	14	14	13	13
Accenture Development Partnerships-Global		31	26	24	23	23
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Accenture Contributions: Percentage By Type</b>		<b>Percent of Total</b>				
Cash		31%	36%	31%	30%	28%
In-Kind (Accenture Development Partnerships and pro bono consulting)		63	59	64	65	66
Time (Paid volunteering)		6	5	5	6	6
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Hours of Participation in Accenture-sponsored "Time & Skills" Programs <sup>5</sup>		267,425	358,204	476,911	518,202	591,800
Employees Participating in Accenture-sponsored "Time & Skills" Programs <sup>5</sup>		2,895	3,309	3,963	4,618	6,751
<b>Environment<sup>1</sup></b>		<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Total Carbon Emissions per Employee (Metric Tons of CO <sub>2</sub> ) <sup>6</sup>		3.0	2.8	2.7	2.6	2.3
Reduction in Carbon Emissions per Employee compared to FY07 Baseline		26%	30%	34%	36%	44%
<b>Carbon Emissions By Source<sup>6</sup></b>		<b>Metric Tons of CO<sub>2</sub></b>				
Air Travel		304,342	348,710	351,883	351,328	333,664
Other Business Travel		64,200	64,782	83,361	91,282	100,400
Office Electricity		182,328	204,036	224,615	232,988	224,211
Other Energy (Natural Gas, Diesel)		12,670	10,103	7,436	8,153	7,136
<b>Total Carbon Emissions</b>		<b>563,540</b>	<b>627,631</b>	<b>667,295</b>	<b>683,751</b>	<b>665,411</b>

## Accenture Corporate Citizenship Performance Data Table

Carbon Emissions By Region<sup>6</sup>Metric Tons of CO<sub>2</sub>

Americas	220,567	235,851	243,013	243,019	246,709
Europe, Middle East, Africa	120,789	128,827	137,157	137,882	134,631
Asia Pacific	220,584	260,958	285,176	301,640	283,966
Global	1,600	1,995	1,947	1,211	107
<b>Total Carbon Emissions</b>	<b>563,540</b>	<b>627,631</b>	<b>667,295</b>	<b>683,751</b>	<b>665,411</b>

Carbon Emissions By Scope<sup>6,7</sup>Metric Tons of CO<sub>2</sub>

Scope 1	14,270	12,098	9,383	32,155	29,767
Scope 2	182,328	204,036	224,615	232,988	228,030
Scope 3	366,942	411,497	433,297	418,608	407,615
<b>Total Carbon Emissions</b>	<b>563,540</b>	<b>627,631</b>	<b>667,295</b>	<b>683,751</b>	<b>665,411</b>

## Carbon Emissions: Percentage By Source

## Percent of Total

Air Travel	54%	56%	53%	51%	50%
Other Business Travel	11	10	12	13	15
Office Electricity	32	33	34	34	34
Other Energy (Natural Gas, Diesel)	2	2	1	1	1
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Carbon Emissions: Percentage By Region

## Percent of Total

Americas	39%	38%	36%	36%	37%
Europe, Middle East, Africa	21	21	21	20	20
Asia Pacific	39	42	43	44	43
Global	<1	<1	<1	<1	<1
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Accenture Corporate Citizenship Performance Data Table

Carbon Emissions: Percentage By Scope <sup>7</sup>	Percent of Total				
Scope 1	3%	2%	1%	5%	4%
Scope 2	32	33	34	34	34
Scope 3	65	66	65	61	61
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Energy Usage By Source <sup>6</sup>	MWh <sup>6</sup>				
Electricity	314,595	337,773	365,402	377,377	404,334
Natural Gas	23,509	19,610	13,128	16,684	18,034
Diesel	31,706	24,639	19,106	19,243	13,948
<b>Total</b>	<b>369,810</b>	<b>382,022</b>	<b>397,636</b>	<b>413,304</b>	<b>436,317</b>
Energy Usage: Percentage By Source	Percent of Total				
Electricity	85%	88%	92%	91%	93%
Natural Gas	6	5	3	4	4
Diesel	9	6	5	5	3
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Total amount of electronic waste disposed by Accenture (Metric Tons) <sup>8</sup>	-	173	273	254	266
Electronic waste disposed by Accenture that avoided landfill <sup>8</sup>	-	99%	99%	99%	99%
Our People <sup>1</sup>	FY10	FY11	FY12	FY13	FY14
Total Training Spend (US\$ thousands)	\$591,229	\$810,387	\$857,574	\$878,108	\$786,517
Average Training Hours per Employee <sup>3</sup>	42	52	52	50	45
Employee Donations (US\$ thousands)	\$8,612	\$7,006	\$6,119	\$6,957	\$7,783
Women in Workforce <sup>9</sup>	35%	35%	36%	36%	36%
Women New Hires <sup>9</sup>	34%	34%	39%	40%	37%
Women Leaders <sup>9,10</sup>	16%	17%	17%	17%	17%

## Accenture Corporate Citizenship Performance Data Table

Supply Chain <sup>1</sup>	FY10	FY11	FY12	FY13	FY14
<b>Diverse Procurement Spend By Type (US only)</b>	<b>US \$ thousands</b>				
Minority-Owned Business	\$114,824	\$193,085	\$252,206	\$235,200	\$255,792
Women-Owned Business	81,663	123,597	136,420	143,214	114,939
Small Business	81,223	62,004	99,998	104,963	75,807
Other Type Business <sup>11</sup>	30,823	30,043	32,040	38,089	3,571
<b>Total Diverse Procurement Spend (US only)</b>	<b>\$308,535</b>	<b>\$408,728</b>	<b>\$520,663</b>	<b>\$521,466</b>	<b>\$450,110</b>
<b>Diverse Procurement Spend: Percentage of Total Procurement Spend By Type (US only)</b>	<b>Percent of Total Procurement Spend</b>				
Minority-Owned Business	8%	11%	13%	12%	15%
Women-Owned Business	5	7	7	8	7
Small Business	5	3	5	6	5
Other Type Business <sup>11</sup>	2	2	2	2	0
<b>Total (US only)</b>	<b>21%</b>	<b>23%</b>	<b>27%</b>	<b>27%</b>	<b>27%</b>

**Footnotes:**

1 Some detail numbers may not sum exactly to total number due to rounding.

2 Net revenues excludes reimbursements (for example, travel and out-of-pocket expenses and third-party costs, such as the cost of hardware and software resales).

3 Summarized data is consistent with financial reporting.

4 Accenture Foundations refers to independent charitable organizations that bear the Accenture name.

5 "Accenture-sponsored 'Time & Skills' Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.

6 Detailed methodology for carbon emissions and energy usage calculations is available in Accenture's response to the CDP.

7 Since fiscal 2013, improved data on leased cars allows us to segregate some Scope 1 emissions from the Scope 3 car emissions they had been classified previously. For fiscal 2014, we classified Natural Gas usage as Scope 2 emissions from the Scope 1 emissions they had been classified previously.

8 Electronic waste includes laptops and workstations with disposal method tracked in Accenture's global asset management system.

9 Does not include information from Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.

10 "Women Leaders" comprises our women managing directors, senior managing directors and members of our Global Management Committee.

11 "Other Type Business" consists of the following subcategories: Service-Disabled Veteran, Veteran, Historically Underutilized and Lesbian/Gay/Bisexual/Transgender.

## ABOUT ACCENTURE

Accenture is a global management consulting, technology services and outsourcing company, with more than 323,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. Through its **Skills to Succeed** corporate citizenship initiative, Accenture is equipping more than 3 million people around the world with the skills to get a job or build a business. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is [www.accenture.com](http://www.accenture.com).

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